

**A THOUGHT & EXERCISE ON STRATEGIC PLANNING**

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## **I. On Strategic Planning**

### **An Essential Part of Organizational Practice**

The strategic planning serves a variety of purposes in organizations, and it can be properly considered vital for the competitive and also rapidly shifting atmosphere and because of innovation in a scope of paradigm (Weier, M. H., 2008). The word “strategy” is conceptually neutral and carries a high potential to be connected with various levels beginning with the persons and levels of varying organizations. It may be pertinent to a person, for example, in preparing for the final exam. It also matters with the politburo of communist party to plan and implement the communist ideals. The strategic planning can be utilized in private firms and the size of firms often factors to bring a differing forms or elements than the nature of firms, to say, for-profit and non-profit. That means that the larger for-profit firms share much more with the larger non-profit organizations, and relatively less with the small for-profit organization. For example, the mission statement of *chaebol* (Korean conglomerate) is idealistic as similar to the government, and their mode of administration is fairly instituted as well as objective. The strategic planning, in its literal view, presupposes some of challenge, threat, or environmental demand in some mild receipt (Bryson, J. M., 2011). Hence, we can note its increasing profile given the nature of contemporary society. For example, the government may envisage strategically the concept of e-governance to improve the government services and to combat the employment policy or its economic impact. Ground zero terrorist attack also propelled to respond strategically by forming the Homeland Security and other organizations to ensure with a strategic planning of anti-terrorism. USTR, the trade representative of US, created in 1980’s undertook the role and responsibility to protect the trade interests of US, and was strategically assigned to directly report, in line and authority, to the president of US. They are mandated in a statutory duty to plan and implement annually to police the bad practice of trade states by identifying them and remedying their unlawful or unreasonable discrimination against the US trade interests.

### **Benefits and Costs from the Strategic Planning**

The benefit of strategic planning is expansive to be characterized as one of notable elements in the contemporary concept of organization. It is one of basic ways to subsist and can be considered as the dominant organizational culture embedded within their practice. That is never merely the business plan, but embraces more sublime extent of human and philosophical elements (Bryson, J. M., 2011). Its influence, therefore, should be square and generally omnipotent to connect and share the members and organizations. Practically, it enables to define the purpose, realistic goals and objectives of organization, and ensures its consistency through the time frames and within the organization’s capacity (Free Management Library, 2013). Other benefits from the strategic planning cover aspects on communication, sense of ownership of the plan, effective use of resources, a base of organizational dynamism and change mechanism, sharing of organizational direction, clearer focus for the organization, bridging role between the employers and employees, shared recognition of board members, satisfaction and meaning, increased productivity, and solution of major problems (Free Management Library, 2013).

### **The Case of Chosun University in 2013**

Chosun University is a private university located in the southern region of Korea, and the workplace I now serve as a professor. It is one of largest universities which has over 20 thousands student populace. CU's new campus leader, Chancellor Seo, was elected last year, and pursued, at the fair moments, a strategic planning to adjust to the challenges of changing circumstances and to develop the institutional goals and objectives for the national and global advancement (Weier, M. H., 2008). The strategic planning was pioneered by his leadership, and as a practical workforce, the planning team was assigned the principal responsibility. The plan includes three elements. One is to fortify the role and responsibility of board members as corresponds to the integrity of normal public university. CU was governed in the extreme terms and conditions set forth by the government on the statutes, and CU's ambition is to restore it to the competence of normal board. The second is to restructure the academic departments in the diminished and effective forms or units, which purports to increase the financial capabilities and to meet the changing demography of college entrants. The third is to facilitate the employment rate at graduation, which now accounts for the most controlling factor to make the university eligible for the financial assistance from the government. The government requires a half percentage of graduates to be employed for the qualification of financial assistance. It is essential to meet its financial needs that it should continue on the research grants and other financial support from the government. Among the three elements, the first issue was still controversial, and less prospective for any tangible and satisfactory outcomes. The process was staggered and disappointed the campus members.

For the third point, I wish to derive the benefits from strategic planning and costs if CU neglects on it. CU, through its strategic planning, clearly defined the goal of employment rate and communicated it to the campus members for collaboration and cooperation (Laureate Education, Inc., 2008). They effectively raised the concern and sense of urgency by the intra-campus communication. The leaders and followers shared the goals, and conventionalized through their routine contact with the students and graduates (Laureate Education, Inc., 2008). As part of the life time advisory plan, the professors elaborated to contact and advised on the jobs as well as its values for his or her personal career.

The strategic planning, in this endeavor, also brought other benefits of effectively exploiting the campus resources and increasing the sense of ownership of the plan. The student services on recruitment engaged most prominently, and daily heralded job vacancies searched in their initiative. The strategic planning for the increase of employment rate has been systemic and through the campus-wide struggle. The members, by means of campus forum and debate presided by the Chancellor himself, shared the ownership of the plan. Most of them were gone in passion and serious engagement that the achievement of fifty percents employment is vital to make the university survive (Bryson, J. M., 2011). In this June, CU turned to grin and its members shouted in comradeship and greater satisfaction for its success.

The strategic plan by the Chancellor triggered an efficient administration of the academics and intended to restructure the departments in simpler form and as cost efficient units. Its plan faced an initial opposition from the concerned departments and professors. An intense argument and campus forum was charted over the months in 2013, but the campus atmosphere gradually improved on recognition and mutual awareness. It passed the meetings of faculty and key administrators, and was finally approved by the board of regent. If CU failed in pursuit of

the strategy for restructuring, the costs it should suffer would have been enormous to paralyze the chances of survival. Of course, one consequence is that the applications for the college admission will severely shrink, and would threaten the intake statistics unmanageable to any college function. And the unarticulated units or departments less clearly defined would incur a cost for less economy and disorganization, as well as redundancy of resources and work force. The academic performance on research and teaching also would be viewed less effective, which is most problematic to foible the reputation or national ranks of CU. In our concept, the neglect to pursue a strategic plan would divert our eyesight from the critical demands of environment where the college is situated and which it expects to face with. It probably is the worst and costly to distract a must concern and focus from the leaders and members of campus. If the strategic plan on restructuring dispensed away through the last year and this spring term, the organizational goals would go afloat indefinitely, and the communication would have never flourished. Now the sense of ownership of the plan was felt in the heart of faculty members, and came a niche to participate and interact. That should be inconceivable if to waive the restructuring plan in this spring.

### **Collaboration, Cooperation and Coordination**

#### ***A Strategic Planning and Public Value***

An Organization and organizational life are the ways we strive to subsist, which compose a dominant part of our lives, even biologically and through the meanings of existence. Let us look back to our sensibility or satisfaction seriously. That is not to even attempt to harbor some kind of sublime concept, self perfection or other idealistic destination. That is just to advise to see into our prototypes in individual ways. Super-rich or highly wealthier people could afford at most extent toward the individual satisfaction? Given a myriad of fear or vulnerabilities from the private greed, that would perhaps not exactly be gone that way. They may fear from collapse of their bank, war possibilities in some extremes, and may normally fight inside their minds against more profitable source of higher interests financial institutions. They may seek a tax heaven to avoid an IRS in US and national taxes in the countries. That is exactly the social trauma now pursued seriously in reprimand by Korean public in June 2013. We generally experience no word, such as private value, instead a public value. Given the word “private” value, it would most likely be accepted in some context of education or religion and other limited relations. Without the concept or practice of value, the humans would perhaps largely fall into slavery toward only interest-driven Avignon. They would perhaps be best described a Shylock in the Shakespeare’s, or old Scrooge in any Aesop episode. In some circle, it is perceived that they pursue an interest and practice an indefinite competition for its plain rule of capital accumulation or others. That could now be poised in the kind of compromise to share the material prosperity on one hand, and public commission to assuage and promote a human-masked capitalism on the other. The beneficent capitalism upstages the liberal society to cure and advance against the stalemate, and Russia turned to import the liberal constitution around 1990’s. China received the paradigm of capitalist economy to boost their national economy. As guided by Bryson, the world underwent and still transforms in the turbulence of change about the traditional understanding of public affairs and policy concepts (Bryson, J. M., 2011). A surprising extent of blurring through the sectors of policy and three frames could well be charted. The style of transformation may be classed in three concerning the “leaking up,” “out and down” in his explication (Bryson, J. M.,

2011). Now, the traditional health policy may have been more extensively dealt with any economic policy or by other concerned policy teams. A private nature of businesses are now undertaken to carry their public role by non-profit public organization. In this restructuring influence, I hopefully see that it can be one of unaffected strand to mediate ourselves. As stated, we agree that the humans are finally destined to some of value concept, and we often consider a “public value.” That restores the interest-driven prototypes to some of persuaded egos. That is the point that policy makers or strategic planners begin their commission. Provided that the humans are largely a component of organization, the concept of public value increases its role and extent of importance. How Bill Gates, Gunhee Lee of Sam Sung and other wealthier groups of society can make their human as transcending the calculation slave for their private interests? Microsoft and Samsung as well as other organizational nexus probably would have a say to mediate their impasse. Organization and organizational life is certainly a niche of crucial importance for modern humanity leading them to some of “public evaporation or transcendality.” For the strategic planner, we need to plan for a plan increasing its density and for practicality as well as applicability. That is correctly the ways to define and invigorate our organizational life. In the process, it is important to create a public value, which may vary from the extent and character. The “public value” may infiltrate or interplay with the firms for “collaboration, coordination and cooperation (3Cs)” (Laureate Education, Inc., 2008). Strategic planning and its ingredients, what we see as public value, may be prepared to motivate the followers and to share among the leaders of organization. It may be necessary in the launch phase of their business or some of new projects or units for expansion or adjustments. In any case, it creates a public value to mobilize a quasi-religious loyalty of leaders and followers, and thus enables sharing as well as meanings and satisfaction of organizational members. Strategic planning, as a matter of course, can have an extended form toward the larger sector of public policy, national government, and international context of organization or governance (Bryson, J. M., 2011). Its character may assume in diverse networks which shows a “rigidities v. flexibilities,” “mandatory or suggestive,” and others in factor. In this light of our focus, it is stressed once again that the traditional notion and understanding should well deserve a scope of recast and reevaluation. This element of actually turbulent transformation particularly brings the pivotal importance of strategic planning and the planner’s role. A change and reframing wave actually perturbed our ways of thinking, acting, and learning, and that offers a more enhanced cause for the roles of strategic planning (Bryson, J. M., 2011). As the micro-economics supports our interest-driven egos, one countervailing argument may underlie the communist perspective. That is, however, a radical extreme on the spectrum, and spurred disagreements as well as contention and antipathy. The political economy corrected and adapted their hypothesis and theory to practical context, one of which was the Marxism and became politically profiled to many state powers over the scope of jurisdictions. I believe, however, that the two extremes largely failed to touch the reality of post-modern organizational lives and human attributes. An ideological contrast in indoctrination and theory likely push the egos to some of alienated selfdom, who prefer, nonetheless, a compromised co-existence. The concept of “compromised co-existence” is also happily likely the practices of contemporary state politics, as we see the no-tie friendliness between Xi Jinping and Obama, and if most states pursue a peaceful co-existence on the international collaboration, cooperation, and in less extended context, coordination. The concepts of organization, public planning, and public value, in this light, seem most practical and directly concerned of our reality in this era. This nature of eclectic and immediate context of effect now enables to find a preserve of common approach between the two extreme groups, and particularly is being gone in a deeper

basis to engineer their society. This organizational and public policy approach also seems to play a bridging role in the generalization of our lives despite the cultural diversity.

### *The Role and Responsibility of 3Cs*

Given our concerns favor the human elements other than the capital itself as addressed, 3Cs are surely a central concept dealing with the organization and strategic planning. As expounded, the strategic planning is any more important than ever in face with the square aspect of transformation charted through the late 1990's and new millennium. The word "strategic" implies and certainly requires more element of humans, to put in other context, leaders and followers, that as more relaxed nuance from the traditional "public planning."

One example is the dealings of Coca Cola with their bottlers and its management strategies to challenges. It's new manager, Ares, took the steer in responding to the changing needs and innovative concept of strategic plan beyond the traditional profit-driven paradigm (Weier, M. H., 2008). It is really the post- modern business enterprise, and the typical "stage-gate process" may be shifted in the initiative of innovation. The pipeline evolution concept was imposed steadily and in strong networks as well as alliance to sustain their mission, goals and public values as well as their profitability (Weier, M. H., 2008). In their venture, 3Cs are placed at the core of strand to penetrate their strategic plan. The strategic plan puts an inquiry across the three dimensions as Bryson guided, "Where are we now?", "Where should we go?", "How could we go there?" (Bryson, J. M., 2011). As all the three inquiries use the word "We," and also address the dimensions for thinking, acting, and learning. If the strategic planning is our usual experience and practice never in discontinuity, the process of three inquires may possess the nature of circulation and feedback, and comparison. Therefore, it involves a learning characteristic, and enables an extent of permanence to the lives of organization and their members. The etymology and elements connoted with the key frames of strategic planning, thus, reveals its true nature, which focuses and also requires a collaboration, cooperation, and coordination in any ultimatum or primacy.

Strategic planning can be initiated in the circumstances where the business just starts or new venture was launched, and also should be carried annually on action plan and specific programs (Free Management Library, 2013). It needs to be reviewed on quarterly basis. It also brings a scope of benefits as well as costs. For example, it enables to share the goals, directions, action plans and programs, and in the lowest level, the issues the organization shall face routinely. The strategic plan plays the role for management and leadership to pursue their final goals and implement a specific policy. The followers can also find their ways of performance and interaction, and clarify the operation of 3Cs. It can also offer a blueprint to direct the whole of organizational force, but is never limited to that because it is living to adjust and innovate on the human network and interaction. It often serves the appreciative tools and standards involving in feedback purpose for the organizational policy and effect. A strategic planning never merely describes the goals of business profit and detailed action plan to realize it (Free Management Library, 2013). It includes the organizational mission by drafting a mission statement, the goals of organization, action plan and specific programs, as well as its expected outcome. This means that the organizational members are considered more centrally beyond other of quantitative objectivity. It is, therefore, one fatal ways to subsist for the modern organizational citizens, and

generally defines a vast of their personhood and meanings. That is notably expressed as in “Sam Sung man” for Koreans. Sam Sung is a prominent *chaebol* in Korea, and it implies the omnipresent governance of the whole personhood for its workers. The strategic plan may span in pages to a thousand of documentary form, and may get as short in two or several pages. The strategic plan may be prepared in different methodology given the nature of planner’s intelligence and personal favor. For example, detail-oriented people often resort to a linear, top-down, general-to-specific approach to planning. That is unlikely if a highly divergent and organic approach was more practiced by rather artistic and highly reflective planners (Free Management Library, 2013). It also can vary in forms and commitment across the nature of organization. The educational institution may differ from most of non-profit or administrative organizations. These various aspects of strategic planning, however, revert to the 3Cs where the members of organization share and could be inspired to apply their competence and talents in the process of strategic planning. They can be reduced to their true humanity by interacting with the plan and goals, can feel an affinity, and can find their true meanings and satisfaction. They no longer need to distress between the ideologies, nor being humanly affected from the transformative chaos. They can find concretely and in bright line pathways to proceed since they are agreed on and can know how to collaborate, cooperate and coordinate. The strategic plan may be schemed and drafted by the internal management, but in some cases, the consulting firms or facilitators may provide a professional assistance (Free Management Library, 2013). The latter example has undergone an intense struggle among the members of Chosun University in Korea. The controversy may have got worse if the chancellor kept it confidential to fail the participation of faculty members.

### ***Concluding Remarks***

3Cs would perhaps go more pertinent with nonprofit organizations, and the final picture from effective strategic planning might be envisaged as if it were to be some of peaceful community. It might be the picture as Saint Simone imagined in the earlier centuries. The communal members, however, are inspired and invigorated by being disposed in confidence to the missions and goals of organization. They would have a greater personal and job satisfaction. They also feel a higher pleasure, as Mills assumed in 19<sup>th</sup> century, given his or her talents were finely matched with the strategic plan. They know where we are and where to go as well as how to go there.

### **Motivating Drivers for Strategic Planning**

#### ***A Strategic Planning and Its Implications***

What motivates the organization to engage in strategic planning? They may stay on dreams or visions, and may not be reduced to the phase of strategic planning. A bylaws, work frame mechanics or job responsibilities sheet may suffice to perform their organizational activity. In fundamentals and theory, however, we may infer the profound justification and its role or function from the nature of contemporary organization. Once stated, the rapid change of environment covering the technology, concept, and organizational or public policy practices drove the organization to identify and clarify themselves with a context of mission or vision and perhaps a kind of instrumentality or roadmap (Free Management Library, 2013). It also serves as

the communicative blueprint to recourse as well as to facilitate the attitudes and sharing among the members. The leaders, managers, and followers can find a common ground to enhance their cause and the strategic plan can offer as a standard of evaluation for their performance and improvement assessment. In a disciplinary aspect, it can be a kind of ethical guidelines and code of conduct to which members should respect and conform their conduct. In this communication avenue, it may serve as a “standard of battle” for pay inequality or unfair scheme of compensation for the paid workers, as one colleague posted. Then the strategic plan ironically enables to be informed of the unfair scheme of wage and compensation statistics which would invigorate the organization to arrive at the right place where it should be. Actually the strategic planning now is considered as a routine job, and typically a kind of “documentary network” to centralize the resource and competence of various organizations. In view of the motivating drivers of strategic plan, it is useful to have an awareness of strategy change cycle since it is presupposed to see any momentum for creating the needs to update and change the strategies (Bryson, J.M., 2011). A change need often is motivated by the elements, which is to drive the strategic planning inextricable and practicable. I found that the most notable circumstances to motivate the strategic planning would be an environmental change the organization faces.

### ***The Environmental Change and Demand***

It is needless to advert that the organization subsists, manages, and interacts with the environment (Bryson, J.M., 2011). It may change in the routine context and on the expectations which may be responded by the continued implementation of existing plan. In this case, the factors would already be incorporated as a variance, as its corresponding measure or action plans being also so. On the other hand, it might come in sudden ways or unexpectedly what we leverage as a challenge. Then the need to reframe a strategic plan might be compelled and viewed to be indispensable in sallying forward their organizational mission (Free Management Library, 2013). In rare circumstances, the mission statement itself may be revised to adapt. For example, *Hanwha*, one of conglomerates in Korea, rephrased their mission around the 1990's and earlier of new millennium to expand into new frontier of industries, say, the solar and research units at the global extent. That seems inevitable to turn from the traditional chemicals and heavy industries since the world market entered into a stiff phase (Zollo, M., Reuer, J. J., & Singh, H., 2002). Most notably, the financial crisis of Korea in early 1990's can be seen very strategically for the case of Sam Sung. Kun-hee Lee embraced a new strategic plan to reshape the paradigm of Sam Sung for the purpose of intensifying the global concept of “new Sam Sung.” That should be viewed as strategically urgent to correspond to the environmental demand. The consequence was tremendous to increase its business profile as many as ten times over just two decades. Now Sam Sung is one of global enterprises regularly listed in the Forbes, and its owner is on the list of 100 super riches in the world. For the non-profit organization, we can illustrate the recent reform of government structure in Korea which created a new department named “the Future and Creative Economy.” The past paradigm of growth strategy actually works less effectively given the stalemate of world economy. A cheap labor or strategic focus and support on some of traditional industries, such as the clothing, ship construction, auto, semi-conductor or else, would have a less prospect given the intense competition with China and other developing nations. The concept diverted to exploit a national competitiveness on the technology and science. The pathway to focus on the creative economy comes in a similar background of most advanced nations, such as US and other European states.



*Stakeholders As a Motivating Driver*

The second motivating driver for strategic planning may be illustrated in view of stakeholder factor. If the scope or importance of specific stakeholder groups in order were to be changed, it may be viewed in the same as an environmental change or demand. On this, I like to comment on the importance of stakeholders in general and its strong attribute to necessitate the strategic planning (Bryson, J.M., 2011). For the concerned planner, the stakeholders could come in the multiple and diverse extent which can be placed in order around the power, legitimacy, and urgency. The nature of stakeholders, of course, is never same, but to well span at differing extent within the above three factors. As expected, the stakeholders evaluated more eminently on each factor are viewed influential to motivate a strategic planning to change or be reframed if the paradigm within stakeholders shifts or new group emerges. A most notable example in this context occurs in the privatization scheme, which sweeps powerfully a vast scope of previous arrangement on the public concept of management. For example, the Korean Power Utilities had long served to provide electricity and power to the Korean households and industries. It is responsible for such pivotal mission of the national importance, and was incorporated as a public enterprise on the statutory ground. The aspect was continued in major, but in some significant share, the privatization was pursued that now private shareholders are a critical component concerning the stakeholders group. The government support is no longer a panacea for their possibly less profitable outcome. They now are significantly responsible for the private shareholders, and the business concept has prongs in pursuing their organizational goals. This context also has an incident involving the National Cigarette and Insam Utilities which realized an extensive advent of privatization restructuring.

*Monitor of the Accomplishments and New Initiative*

My third point is drawn from the radical failure from the level of previous accomplishments. This is self evident, in its definition of strategic planning, that the feedback and monitor of the implementation of plan are required (Bryson, J.M., 2011). For example, the public universities classed on the list of financial ineligibility from the government in Korea often are considered as a challenge and threat to their survival. That is decisive to bring a high prospect to face the workout and eventual dissolution. Any least chance may be possible with a genius plan from that radical failure. That should be certainly a motivating factor for the restructuring plan or new initiative for commitment to the strategic planning. Chosun University feared much in this spring from the lower employment rate for the rate was critical to continue on the status of financial eligibility. They were highly motivated to mobilize the collaboration and cooperation to achieve the required rate of employment at graduation (Laureate Education, Inc., 2013).

For others, we may conceive a mega scale world event, such as the athletic event of the Francophonie or Seoul Olympics, which enables to motivate an intricate analysis of the stakeholders and can possibly recast the strategic planning and implementation. Funding opportunities, monitor and audit from the higher authority, the rise of Green Peace, and many other occasions may motivate the strategic planning, but mostly can be grouped into the first category for this discussion post.

## **Models of Strategic Planning**

### ***Introduction***

As MacNara presented, we have succinct forms covering six models often practiced by the strategic planners in the process (Free Management Library, 2013). It seems likely that its classification actually encompasses almost all specific context of strategic planning. They are, on the list, the Vision-Based or Goals-Based Strategic Planning, Issues-Based Planning, Alignment Model, Scenario Planning, “Organic” (or Self-Organizing) Planning, and the Real-Time Planning.

### ***A Case of the Republic of Korea in 1960’s***

In this assignment purpose, I chose the 1960’s Republic of Korea (ROK) as an organization who faced a challenge and had to prepare the strategic national plan for the advancement of Korea. Korea has a long history traced back as early as five thousand years ago in the national tales and myth. The historical evidence identifies a tribal nation at least in the first century B.C. It practiced a warrior state in earlier years and imposed the feudal system around since 10 centuries. An ethnic origin is unitary to fortify the compassion and sharing of nation in the vein and strains through the Yi dynasty. It was conquered by the Japanese emperor in 1910, and the feudal dynasty ceased. At the end of World War II, Korea inaugurated into the world community as a democratic nation in 1948. It was ruled by Seung-Man Lee, a charismatic figure in the independence struggle and hereditary person from the Yi dynasty. The ways of governing began by respecting the democratic principles though shrouded by the extraneous powers, i.e., US and others, but turned to be dictating and corruptive in progressing into the last years of his government. A revolutionary surge from the Korean people eventually forced him to step down from the presidency, and the parliamentary form of new constitution began to be practiced. The new government, however, was as short as one year to be overhauled by the military coup led by General Park. He seized the governmental powers as a commander of the highest national commission for two years and revised the constitution again to model after the American form of presidential system. As a president, he served 18 years until his death in 1979. President Park, the father of current Lady president Park, is now admired for his much success of national development on one hand, but is being criticized equally from his undemocratic administration and dictatorship-serving political justice. For the Park’s reign, the government hypothetically may want to utilize the strategic planning to address the needs of national development.

### ***The Vision or Goal-Based Type, and Organic Planning***

I selected two models to show a meaningful comparison and finally drew a suggestion for the complementary use. The first type I make a point is the Vision-Based or Goals-Based type (Free Management Library, 2013). In its nature, it is basic and most attractive for the first-time planning context. It is simple and relies on the basic logic and intelligence that can be followed by a scope of organizations, particularly for the small firms and those with less available resources. It may serve a testing phase of strategic planning for the non-profits and can offer to embellish later years with more planning phases and activities. So the utility of this type eventually helps to find a well-rounded direction for the non-profits and it often is carried out by the top management because of its quality on the basic orienteering and as the standard of continued context through the years. The process to complete a strategic planning is simple from

its logic and ways of approach. The first step is to identify the organizational purpose and to prepare the mission statement (Free Management Library, 2013). The mission statement is distinct from the vision statement in that it deals with the cause of organizational existence and often bears some of sublime public elements. So the client needs or the scope of services tend to be defined and included, but may be subject to change over years. In some cases, however, the change of mission statement likely comes in the fixed promise or less easiness due to the nature of governance. It may not contradict the statutory terms on which the organization is grounded, or its social fame may affect to keep its traditional mission for the public imagery or others. The vision statement, in a second step, purports to define the future state of stakeholders and your organization, which therefore would be reduced to a rather concrete terms and strategic aspect from the mission statement. It often is presented in diagrams and addresses the stakeholder's and organizational change, which would be a product from the intensive touches and dealings within the planning process, such as the SWOT and stakeholder's analysis. From this superstructure, we relegate to a more tactical and practical sphere by identifying and articulating the goals and specific approaches or strategies (Free Management Library, 2013). The goals are formulated in general statements, and expects to endure usually 3-5 years to interact with the vision statement. Specific approaches are strategically flexible to develop into a robust strategic planning, and factor the external as well as internal conditions. It may be substituted by merely action plan in case of small size firms. In next, the planner entangles with the specific action plans, which are surely instrumental to implement each strategy. Finally he or she compiles the above described set of preparations into the strategic plan document. In fundament, it is characterized as the strategic change cycle, which requires a "strategic management" beyond planning. Thus, it is an indispensable step to monitor the implementation of plan and to update the plan in change and improvement.

Against the traditional structure and ways to frame the strategic planning, we have another view of planning, which sheds more focus on an organism, an organic self-organization process (Free Management Library, 2013). This method draws more emphasis on "certain cultures and distinct humanity or preserve of some orthodoxy and aura of institutional spirit." While the traditional ways often dwell on objectivity, rationale and logic, it favors the general-to-specific, cause and effect, and other clarity of normal persuasion, and employs typical tools, such as SWOT, or foregrounds an external and internal conditions, and explores the specific issues and strategies (Free Management Library, 2103). In contrast, we find, in this model, a preference of unfolding and naturalistic organic planning process, values, and shared reflection. Thus it can be viewed more qualitative, but indefinite with the ongoing concept of dialogue, reflection, process update about clarification of values. The steps require clarifying and articulating the organization's cultural values, the group's vision for the organization, and quarterly dialogue about the pathways to the vision and the actions needed (Free Management Library, 2103). In this method, it is important to note that the naturalistic planning is never "over with" and patience of planners or members is highly critical (Free Management Library, 2103). The focus of planner needs to be "on learning" than the method nor requirement of strategic planning. It needs to be reflected, however, in the context of persuasion and the supportive stakeholders since they often expect the traditional format of strategic plan.

### *The Similarities and Differences*

Two models reveal the similarities and differences in purpose, quality, ways of framing a plan, and its strategic management.

In terms of purpose, they share the same to enhance the organizational performance, serve the interests of stakeholders and goals of organization. They are prepared and managed to respond to the demand of environments and to clarify the goals and strategies to implement. Both of them are necessary in implementing the action plan, and serve as the kind of standard and point of revisitation for the organizational members including the leaders and managers, as well as stakeholders. They offer the foundation and guideline to command, and direct the conduct and performance of followers. They also often set forth it on the basis of period or terms. The purpose of plan, however, may differ in the extent or loci of focus between two models. The organic planning puts more emphasis on the culture and humanity of organization, and draws on attention rather from the group than the objective nature of organization (Free Management Library, 2103). Their mission or vision could be more dominantly highlighted by improving the organic and cultural improvement of members than the number or quantity goals. Both may be envisaged by the non-profit organizations, but the former may serve the for-profit organizations in vast scope. In contrast, the organic planning may be proper to serve special policy needs as in the Native Americans, and normally not be adopted by the planners for the for-profit organizations

The quality of planning also shares the similarities and bears the differences. They both precondition the idealistic destination of organizations, and hence incorporate some context of mission, vision and goals. Their ways of approach, however, are different that the organic planners often even mind to describe the plan document something like a story telling. Dialogue and reflection often are a key concept to deal with the planning process and constitute a nexus to connect the realities (where we are) with the idealistic destination (where we should be) (Free Management Library, 2103). They have an assumption to be specified, contextualized and personified in pursuit of the ideal performance of plan and organizational mission. Thus, it is fairly subjective to trigger the group, their attributes, culture and sharing. Most importantly, the plan is very flexible and on ongoing character to reorient and adapt as amenable to a scope of dialogue and reflection. In contrast, the vision-oriented planning is viewed in terms of its objective character which cherishes a rationale, logic, hierarchical and practical network often shaped in the neat presentation, clarification from the top about the mission statement and through the bottom concerning specific issues and strategies. The process often is conducted as typically employing the SWOT or stakeholder analysis, and thus involves the more extensive undertaking in coverage of the environment, circumstances, leaders and managers as well as followers, and stakeholders. It is a kind of teleological process to pursue the strategic goals, but in some of system-oriented approach (Free Management Library, 2103). The organic plan, on the other, would be rather descriptive, open, and communicative of humanly context. Thus it shows the state of group, their desired disposition and performance, and the picture to arrive at if the plan was implemented as schemed. It, thus, curtails many general points in common and as less factors to focus on the inherent avenue to reach the specified goals (Free Management Library, 2103).

In terms of strategic management, both need to cohere with the concept of strategic change cycle which places it as the kind of constant process through the organizational life (Bryson, J.M., 2011). Therefore, the feedback and assessment of implementation of plan would

mount the role of strategic planning. The plan should be reviewed on quarterly or other term basis to supplement and change. The environmental change and circumstances may require even rephrasing the mission or vision statement. Otherwise, the strategic management may be focused on the specific issues and strategies. Given a momentum of restructuring, the strategic planning may require much of professional renderings and advice which may incur the need to seek a paid service of the consulting firms or facilitators.

### *The Two Models Applicable*

I evaluate that two kinds of model should work in greater use for the following reasons.

First, the goal or vision-oriented planning facilitates the demand of circumstances since it clarifies the goals and vision that the Park's government pursued to reach (Free Management Library, 2103). The republic of Korea was on any far underdeveloped status in terms of the material or economic conditions, and the democratic experience was virtually absent, but only available for the selected group of nation. The primary stakeholders, in this case, would be dormant citizenry and some group of the aspiring industrialists and military personnel. Therefore, the clarification of mission and vision to elevate the vigor and attitude of people should be pivotal (Bryson, J.M., 2011). The goals and vision could facilitate the enlightenment of followers and arouse an awareness of the direction and mindedness. This model of strategic planning could also increase the communication and social consensus more easily since it presents a paradigmatic and clear strategic framework to persuade and mobilize. As of the nature of plan, it would be intrinsic and required to have the kind of trajectory in coverage of the long term goals and strategies on the basis of staged progress. For example, the first five years of developmental plan actually was focused on the light industries given the its labor intensive nature, which would be clothing, shoes, rigs and others. The next five years would be devoted to intensify the development of heavy and chemical sectors of industry which could enable then Korea to leap into the group of developed states. This kind of plan actually was pursued in five stages as encompassed respectively the five-years scheme, which were, however, interrupted by his sudden assassination, as leaving two stages unimplemented.

Second, I consider that the "organic planning" also operates positively to pursue the goals of ROK. While the model often is matched with a small scale of organizations, it also pertains to the element of education, dialogue, reflection, culture and human resources (Free Management Library, 2103). As I have commented, Korean citizens in 1960's and early 1970's could be understood as some of culturally distinctive group and the human paradigm could be a key concern that the leaders and planners enchanted. They are the group of common basis who need a cultivation and improvement. From the political theorists, this assumption actually is inconceivable since it intervenes the core of popular sovereignty. For the strategist, however, it is demanding to educate in ways to orbit them in alignment with the national policies and strategic plan (Laureate Education, Inc., 2013). That was particularly stressed given that Korea was divided into two regimes between the northern communist and liberal South subscribing to the developmental state paradigm as aforementioned. Therefore, the political leaders, particularly then president Park, intended to educate for "new Korean man" to have the national passion for the anti-communism, economic development, settlement of political democracy, and civilized citizens. If the distinct wake of Korean history was present through the turbulence of early 20<sup>th</sup> decades, Korean people may be considered, in some aspect, a kind of Native Americans in US. They could be grouped or an object to be malleable on one hand, but the end subject to address

in the event. Then how this context was executed in the initiative of Park? He drafted on his own thousands word of manifesto titled “the Education Charter for the Korean nationals.” It possesses the quality of “organic planning” compiled into the goals in ideal human, mindset, and attitude of Korean nationals, and their direction, actions, and strategies. It could be presumed on a dialogue and reflection hypothetically, and exhibit the story type of manifesto. It actually was implemented by requiring to read in a scope of official ceremonies through the rank of public schools. Despite its anomaly or potential of democratic illegitimacy, it had an effect to enhance a national unity and comradeship to pursue the national development plan above summarized.

### *Conclusion with Insights*

We assume, in the beginning, that the organization and organizational lives define most prevalently the contemporary personhood. This point is generally true with most of our neighborhood, except for some extremist position such as Dadaism or monks and retreatants for monolithic tranquility or other religious pieties for self-dom. A solo business needs to be considered as an organization in this purview if we identify a kind of organizational cycle from the input, process, and output as alienated from a natural person himself. Unemployed also needs to be classed as hopefuls for the organizational lives. Then it should cover an ample scope of our neighborhood, thus strategic planning being concerned as well as in the dominant influence. As Bryson stated, the strategic planners are encouraged to take the organization as a means rather than the end itself. This lesson facilitates, in theory and practice, a more instrumental and tactful wisdom to address the organizational needs and the interest of stakeholders (Bryson, J.M., 2011). A mindedness to mediate the organization to achieve the goals and visions to serve something alienated from the prototype of humanity could flourish more alternatives and pathways to enrich the organizational performance, hence, being kept though the process of strategic planning. I, however, recall two points in complements as well as in some prospect from the contemporary practice of organization. A human or biological concept of organization has emerged to affiliate more intensely and squarely the members with the organization (Burke, W.W., 2010). In this light, the organization may choose to prioritize the satisfaction or happiness of organizational members in substitute for other elements. Of course, the trade-offs context from this multiple aspect of strategic consideration is also a subject as open to the decision making and strategic planning or management. For example, Google is a highly esteemed or aspired employer in the world in the recent story where their employees are flexible to manage their pattern of working hours. UW-Madison in the last year was selected as the happiest university based on the interviews and surveys of the students. One of goals and visions Chosun University now pursues is presented in any simple catch phrase, “the happiest university in Korea.” Bhutan originated the happiness index about the world nations, the method recently being surged to attract the public worldwide, which turns their attention from the traditional paradigm of objective and materialistic measure.

Other point we draw to consider, I suppose, is that of participatory discourse in the leadership studies (Hickman, G.R., 2010). For example, the follower’s readiness and mobilization of their participation matter to assess any right direction, effectiveness and efficiency of organization. In concept, the strategy or strategic planning presupposes its continuity, change and circularity, and improvement, and it is quite obviously right with the strategy cycle viewpoint and should never end from an organizational entropy (Bryson, J.M., 2011). It is corroborating with the previous learning that the strategic planning often staged from

the planning, implementation, through the feedback and review of performance on a periodic basis, and strengthening of the good as well as reform of the worse strands. In the process, however, we need to note the elements of humanity and the concept of common good can play much role or serve an idealistic destination. While the SWOT or stakeholders' analysis undertake to make a point of objective assessment, we see useful researches from the psychologist and professors on the industrial relations (Zollo, M., Reuer, J. J., & Singh, H., 2002). For example, as learnt, the stakeholders may traditionally be viewed from their attributes, which are mostly objective on "definite, dominant, dormant" as well as "power, legitimacy and urgency." However, a point of focus also seriously looks into the nature, or even the quality or propensity of managers based on the samples or research object of organizations.

Given this understanding, the similarities and differences placed in the above two models would perhaps lie in some point of compromise, and I respectfully consider both methods complement in use and practice.

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## **II. The Stakeholders Analysis**

### **CU Law as an Organization**

In purpose of this work, I chose the department of law at Chosun University (CU Law). The department has a long history in Korea since the inauguration of CU in 1948. Given the democratic history and new western mode of education in the peninsular, it is considered one of oldest universities and law department in Korea. CU is located in southern part of Korea, and has been bred in Gwang-ju city, a locale of national sanctity in rich democratic aura. The department of law has underwent a competition from 2005 through 2007 where it pursued to gain a success in the law school bidding for new mode of legal education. Virtually over 90 law departments across the nation participated to obtain a government approval for three years basis law school, a graduate mode of education as differs from the four years undergraduate law department. CU Law was very prospective, but surprisingly failed the bidding. It, thereafter, managed a prior form of law department, and continued its mission to breed local law students for various goals of paralegal nature and law school preparation.

### **The Role of Stakeholders, Initial Agreement and Process Design**

In understanding the strategic planning and process design, the initiating and basic agreement among the concerned groups are truly foundational to penetrate the whole process (Bryson, J.M., 2011). The organization in the process of strategic plan needs to explore more efficiency and democratic strengths drawn from the key players and stakeholders. In view of the role and ethics concerning the stakeholders, I like to make a point of assumptions in general. The contemporary organizations are grounded on the laws and social convention, which constitutes a dominant fashion of subsistence and practice. They create a public value and common good to maintain and improve the missions and visions they pursue (Bryson, J.M., 2011). For the stakeholder analysis, the planner needs to have an awareness that the organization is disposed and generally determined under the political and economic structure, and the stakeholders often are included from the larger pool of interested individuals, groups, and organizations. It, as a corollary, involves the kind of issues about the legitimacy, power, and interests as well as democracy. So the planners would perhaps turn shrewder to relax their hard stance that the stakeholders are merely the object, who is often passive and just exploitable to the needs of strategic plan. The retreat phase would be a valuable element to the interchange of ideas, discussion and debate (Bryson, J.M., 2011). They would perform better to take themselves into the shoes of literature author, or play writers to increase the role and commission of stakeholders. The “names and faces” approach actually would possess a strategic quality to increase the stakeholders’ share in the business management. The conception and attitudes of planners as less individualized should be recast in making the most profitable outcome of organizational performance. This version, from McVea & Freeman, may have a more persuasion and strengths for the for profit organization, but, for non-profit organizations, it also pertains at some extent and varies with their sorts and nature (McVea, J. F., & Freeman, R. E., 2005). For example, CU Law project includes some of stakeholders who can be more properly addressed in “faces and names” and with intimacy.

Second, I would suggest a “quasi-familial quality” of stakeholders in conceiving their true identity involving the process design and ultimate form of documentary plan. The word



“stake” is highly related with the “dependency and possibilities” for an uncertain reality in the future, in its linguistic sense and cognition. It also entails a nature of “passivity” to be distant and awaiting. Rather, the planner would more effectively embrace the perception of quasi-familial quality to effect at maximum extent about the role of stakeholders. They need to be cultivated, and the planners develop them, who perhaps would stay in the “stake” like the log or objects of inertia, into the kind of advocates reaching the initial agreement (Kaufman, R. et al, 2003). This quasi-family concept would do much to improve the dry objects, and facilitate the forum, meetings, retreat, review and assessment through the final phase of writing up.

### **The CU Law Project and Mr. Whang’s Case**

Often they are generally not a passive bypasser, however. This means that the individual may have a plan to engage on their own. The groups and organizations also are the actors to design and implement their own strategic plan in a similar context. Although the stakeholder organizations may differ in the line of organizational goals or issues, they tend to share a common or similar ground (Kaufman, R. et al, 2003). For example, the law firms would have a plan to increase their scope of business, and CU Law project would just cross by the secondary interests. Notably, Mr. Whang shows the strands pertinent to the above viewpoint. He actually has been a greater champion, sponsor and also one of key stakeholders involved in the CU Law project. A law dean and professors have long applied the names and faces approach to hold him as an active advocate for CU Law. He is a financial contributor of larger dollars for the dormitory of law student and provision of study aids. He actually is a heartfelt lover of CU Law, and as a local businessman, made a splendid success. He served as a chair of the local business association, and now a CEO and major shareholder to lead six major companies across the nation.

It should be failed ethically for the strategic planner to treat him merely as an exploitable object. The role of stakeholders would be strengthened by the “give and take” concept. The planners would be surprised to find them who are never passive nor décor to coronate the process design and final form of strategic plan. As I have said, they often have their autonomous domain, which is the basis to interact. This is the point that the retreat phase can effect (Bryson, J.M., 2011). Nonetheless, I am more emphatic on the quasi-familial as well as the give and take concept. As stated earlier, the contemporary organizations are a key concept operating on the ground of determined factors often allowed from the law, politics, economy and society. However, they govern and affect most of realities that the vast of individual citizens are destined to be embroiled into some of organizational lives. Therefore, the planners need to be equipped of pertinent knowledge and understanding, who would have an insight of humanity and never mind to be an author or play writer beyond the adjacent sciences. The “quasi-family concept” facilitates Mr. Whang’s case in view of the CU Law project. His course of engagement was enriched by conferring the honorary doctorate in law, and CU Law recently recommended him as a board member for CU. His nomination is delayed and perhaps may fail to be approved, but for other reasons. Actually the power struggle in CU has been intense that the standing members persist to deny our nomination.

In any case, the award of honorary doctorate and nomination may be seen as a kind of quasi-family concept or give and take approach (McVea, J. F., & Freeman, R. E., 2005). He actually satisfied every requirement usually demanded in the review process of honorary degree.

Plainly, his contribution brought much success of CU Law, and made it affordable that the passers of key national exams were fostered in comforts and resources of the effective study support. He has been the person who most loved CU Law and CU, and his legacy to transform CU Law has been enormous (Laureate Education, Inc., 2013). I make this illustration in the cross-section of various elements of the organizational view and practice. We are able to reflect on points, which cover the biological concept of organization, collaboration and cooperation, role of stakeholders and the ways to mobilize their advocacy, the ethics of planner, and individualized paradigm of stakeholders analysis, and others.

### **The Characteristics of Stakeholders**

In more specifics, I epitomized the scope of key stakeholders involved in the CU Law project. It includes (i) Students of CU Law (ii) Law Professors/Dean of CU Law and other Professorial Staffs (iii) The Gwang-ju Community (iv) Chosun University (v) Other National Law Departments (vi) New Law Schools (vii) Chon Nam National University and Law School (viii) Local High School Students (ix) National and Local Government (x) Parents of CU Law and High School students (xi) National Lawyers, and Law firms. As follows, the role and characteristics would be briefly explained for some of key stakeholders.

- **Students of CU Law**

Students of CU Law share a keen interest in the quality education of law. This group can be properly classed as a customer in case of other ordinary organizations. They are, however, generally passive and dependent in view of the role of CU Law project. Nonetheless, their opinion and representation are pivotal in the process design. They also compose the factors in the strategic plan and the criteria that Korean government imposed to evaluate the merits of each law department.

- **Law Professors**

Law Professors actually are most important actors and also key stakeholder group. CU Law is the workplace and center of networks for their teaching and research performance. Their lives are disposed in that way, which circumscribed the law school reform in 2005-2007 and CU law project since 2007 failure. This change has been made in an intimacy with this group and for their whole cause. They are compensated for their service, and have a stake for their household economy. They are key players in the process design, as well as the design and implementation of strategic plan. They are more knowledgeable than any other players and actually compose the object of criteria as evaluated in the law school bidding. For example, the number of law professors per student is one item graded, and the articles from each professor are assessed to adjudge the competence and quality of professorial resources.

- **Gwang-ju Community**

Gwang-ju community should be included, but less directly mediates the heat of plan. It, however, would be related in high influence and at great scale. They like to find the local law departments to be on accolade and deemed a high recognition. Their disappointment was severe

in 2007 result, but their attention was actually split between the CN law and CU law. As CN law gained a success, their compassion was divided and turned complicated. However, their general direction still supports the CU law project, and anticipated a positive consequence. The meetings and exchange of ideas need to be ensured to reach an initial agreement which can be made with the representatives of the alumni association, local business society, and governments (Kaufman, R. et al, 2003).

- Chosun University

CU is also a key actor and stakeholder. CU Law has long been esteemed as a prestigious law department in the nation, and the reputation of university is related with the law department. CU is also a provider to design and implement the strategic plan whose resources are critical to staff the process and strategic plan. Since 2007 failure, the involvement of main administration actually saw an ebb that it defers a large context of departmental development plan to the decision of each department.

### **Process Design and Guidelines**

#### ***Introduction***

We were given the helpful guidelines to process design, which can figure in at varying context and on differing significance. For the fourteen guidelines, I weigh three of them to be more critical and empathetic to deal with the law school project of CU Law (Department of Law, Chosun University).

#### ***The Organization and Change Need***

CU Law has a long history in Korea since the inauguration of CU in 1948. It is considered one of oldest universities and law department in Korea, and located in southern part of Korea, Gwang-ju City. The department of law has undergone a competition from 2005 through 2007 where it pursued to gain a success in the law school bidding for new mode of legal education. It failed and the change need, thereafter, compelled to put forward the CU Law project in some complicated context. It has managed a prior form of law department, and continued its mission to breed local law students for various goals of paralegal nature and law school preparation. As we see, the law school project pushed the concerned people to produce a strategic plan for their ultimate goals of governmental approval. The dean and law professors around 2005 in CU were actually neither a strategic planner nor be exposed to the school administration generally. A small number of professors, however, had career years in the main university administration, and some of them served as a college dean for years. The organization, thus, is small, but unique for its professionalism and pressing challenge from the basic restructuring. As we learnt, the strategic planning requires, as a matter of definition, a deliberative and disciplined effort to produce the fundamental decisions and actions defining the organizational identity (Bryson, J.M., 2011). The organization benefits from and constantly refer to the plan in navigating their cause of existence, goals and directions, implementation and actions. Let us clarify the circumstances under which CU Law operated around 2005.

First, CU Law maintained a local and national prestige which was a center of legal research and produced a justice, judges, prosecutors, high ranked police officers and social elites. It is a fostering basin for the local students, and the ambition as well as reliance from the local people was highly toned for a new law school.

Second, the university-wide support was mobilized in commitment and pleasant vigor on the optimism and bright prospect. The professors of other departments voluntarily formed a monthly donation campaign in the purpose of fundraising. Local enterprises made the givings of large amount to support the facilities renovation and new zoning as well as recruitment of high caliber law professors (Kaufman, R. et al, 2003). Notably, one of them, named Geum-Choo Whang, should be recalled in highlight for his significant financial contribution enabling to build the National Exam House for the students. It provides a dormitory service and other exam preparation needs with the financial program.

Third, CU Law identified the elements of law school project which showed the scope of key players, strategic coordinating committee, and strategic planning team as well as some key stakeholders, but not exhaustively (Bryson, J.M., 2011). It was exhibited in the Chart at the end. Key players and key planning team overlap in a considerable extent, but the difference lies in the nature of involvement and their expected work demands as well as responsibility. The key players actually is considered a standing responsibility to pursue, discuss, realize and feedback from the content of plan while the strategic planning team is expected to become more focused on the role to prepare the written form of final plan. In due course of process design, the strategic coordinating committee directs, supervises, and reviews the final plan. It is charged to make an important decision, and undertakes the leadership responsibility to penetrate the whole process of strategic planning. Key stakeholders are not covered in its whole, but illustrated in their major profile.

### ***Reasons for the Three Guidelines***

For the case of CU Law, I considered the guidelines as more important and worthwhile if they are related with the practical strands over the process design. So I better discarded those engaged more profoundly and philosophically, which, for that very reason, is more strenuous and impacting to respond to the changes and to guide or implore, in the basic, on the whole process. For example, the guidelines foreground an importance of initial agreement from the reference use even in the face of major changes. The initial agreement is due a fundamental framework on which the process expects to progress, learn, recourse, feedback and to adapt (Bryson, J.M., 2011). Thus the planners should not avoid its attention from it. Nonetheless, the law school project of CU Law went definitive without any alternatives that the key players and stakeholders showed a firm commitment and centralized on its vital nature of project. And the goals of project was agreed in simple facet and terms, what we can say “the approval from the accreditation agency,” i.e, the department of education and justice in the government of Korea. The guidelines in reference with the concepts of initiator, champion, and sponsor should be important, however, could be less directly mediating the context of CU Law which encountered to plan on their law school project. The reason may lie in same viewpoints as I have commented above, about the unconditional support and wholesale emergence of local people as well as the concerned groups (Kaufman, R. et al, 2003). As I will argue, the 2005 challenge can have a point of more

pertinence from the three guidelines later shown. I further like to present the background and rationale to choose them.

CU Law raised an interesting context as distinct from for-profit organizations in major and other nonprofit organizations. They generally see the profits as less concerned, but place a high value on the educational role and knowledge production. It would be considered fairly as a small scale by the eyes of organizational strategist, given about twenty law professors and 800 law students. The law students actually are passive to follow the instructions and disciplines delivered. Then, actual interests and key players may circumscribe the professors or lecturers in any true dynamism of organization (Laureate Education, Inc., 2013). The students might be assumed as a kind of clientele or consumers for the context of ordinary organizations. Thus, the 2005 challenge was unique and one of very rare cases that the university, college and even local community uprose to endeavor and struggle. Given it is small, the strategic planning process may progress from a simple narrative and other factors in process design may get grossly curtailed. That had been normal ways to plan and deliver the law school issues and problems. We make several points to undertake a prudent and emphatic process to agree, debate, retreat, review, assess and consult, implement and feedback as well as adapt. So the guidelines involving the procedure, such as the coordinating committee or planning team would be more helpful. As disclosed, the law school project is determinative to maintain and enhance the mission and vision of CU Law and CU. Its vitality drove a process design in the comprehensive and systemic ways, which would require to organize the committee or planning team.

Second, the project motivated very powerfully to redefine the current concept of CU Law which was required to comply with the approval guideline of government. For example, the new laws and regulations imposed a condition that new mode of law schools are mandatory to staff more than five licensed practitioners as a professor. Therefore, CU Law had to restructure the faculty profile by new professors. These new quality of law professors are important to play both roles as a professor and as a likened manager of law firms or offices. Their experience was valuable to push forward the CU Law project, and constitutes key resources for the committee or planning team.

Third, the law professors often are the group who are principally disposed to research and teaching. They are professionals of law and legal research, but are not the administrative or organizational experts. They are, however, key players to define the content of plan, and generally more competent to assess and analyze the professional elements involved in the law school bidding. So the nature of project approached in complicacies which facilitates the collaboration, coordination, and cooperation. For example, the process design effort was indebted much to the expert assistance from the B-school, and many of strategic points could not be resolved without the university-wide support (Bryson, J.M., 2011). For the lack of precedent on this extent of large-scale project at the college level, we have been instructed from other departments and main administration team about the sample of final plan and sequence to deal with the process. I have charted this in a diagram as later shown, which grouped the key players, coordinating committee, strategic planning team and stakeholders.

### ***The Three Guidelines and Application***

I chose three guidelines, on this basis, about the coordinating committee, strategic planning team, and foundational importance of initial agreement about the post-phase of implementation. They are, as given by Bryson,

*“... If a coordinating committee is formed, use it as a mechanism for deliberation, consultation, negotiation, problem solving, or buffering among organizations, units, groups, or persons involved... Form a strategic planning team if one is needed.... Keep in mind that a good initial agreement should provide useful preparation for any major changes that may be forthcoming... (pp. 104-114).”*

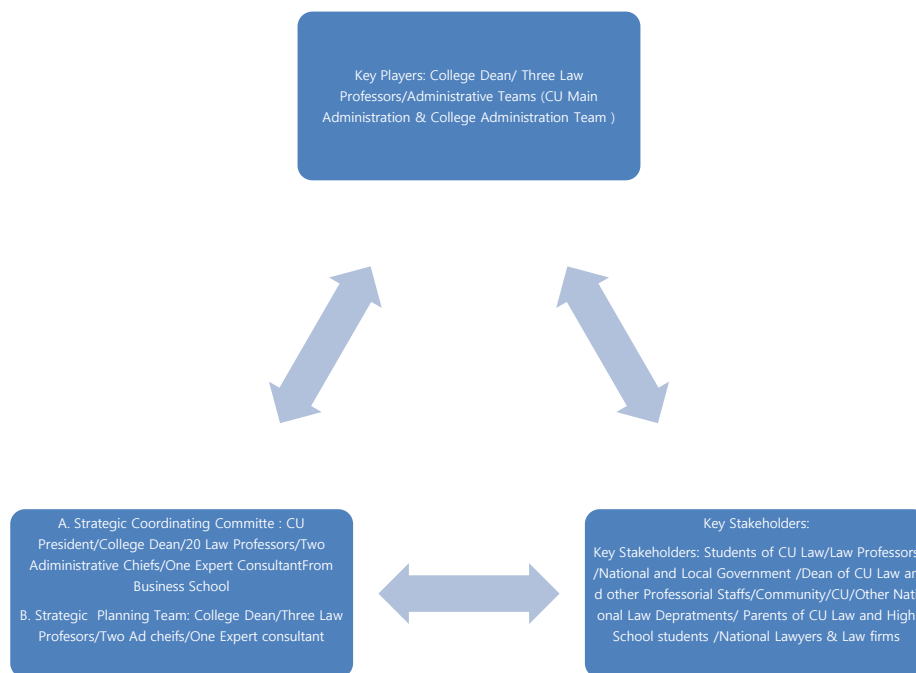
For example, the coordinating committee is indispensable and strategically necessary to direct, supervise, and coordinate the fragmented effort in the comprehensive and effective frame. They meet regularly to discuss the current stage of progress, and politically interact with the key stakeholders such as the government and local community. They negotiate most important issues in the larger framework to direct and reorient the issues and action programs. They facilitate the cooperative network which enabled to draw upon a vast of university resources. They, during the planning and implementation, made a funding decision, and support to recruit the professors and hold an international conference to meet the governmental criteria. I also make a point that the initial agreement is of greater use for the preparation for any major changes and reframe the plan. As said, this use of initial agreement is particularly worthier for the initially failed context of strategic plan (Bryson, J.M., 2011). However, it needs to be noted that any disagreement from the initial commitment should be prudently explored and new opportunity of public forum or stakeholders meeting could serve in this purpose. For example, CU Law, since 2007 bidding, has held several meetings of the key concerned people, including the university president, dean and law professors, principal local entrepreneurs, and many of other national law departments in the same status as CU. Interestingly, they did not make a decisive say about the available pathways of CU Law. They tend less sanguine to share a resurgence of unconditional commitment for the rest of chances, but largely agreed on the autonomy and independence of CU Law to redeem the crisis. We took it never as a definitive refusal of law school project, but regularly held a faculty meeting to conduct the analysis of failing decision. As said, we pursue both dimension of organizational commitment as a undergraduate law department and prospective group for the law school advancement.

### ***Ethical Considerations with the Stakeholders***

Given the guidelines involve more practical ones or the concept of strategic work force or unit, I consider that they less arouse an ethical dilemma as differ from other items. Assuming that the three guidelines helped to increase the initial agreement and served turning the mere interests or stakeholders into the active advocate, I like to make a general comment about the contemporary organizational practice of stakeholders. As we see, the stakeholder version had developed by the large scale of academic contributions into the mainstream of business theory. However, we need to rethink in depth about its authentic interplay with the traditional understanding of business. It attracts an attention that it is rather philosophical and tends to have phased into a kind of gorgeous guise to meddle with the competitive management concept generally governing (McVea, J. F., & Freeman, R. E., 2005). As pointed, Herz Gold shows an interesting example, and allows us to recast on its typology and practical importance. Names and faces about the dealings of stakeholders, thus, echo to moderate the hyper-force of ontological, democratic, or philanthropic aspect of stakeholder analysis (McVea, J. F., & Freeman, R. E.,

2005). This assertion would perhaps not be directly received if CU Law is the public nature of organization and largely distinctive from other organizations. However, the merits and use of individualized approach to the stakeholders could be properly applied. For example, Whang's contribution actually was decisive to provide the requisite facilities, law library and dormitory, that the government required. The success of financial mobilization could be empowered by the special and individual contact and friendly relationship, as well as high sharing of the local ideals. In the purpose of financial campaign, CU Law and CU still continue to solicit the givings and donations from the local people. Their names were embosomed in the memorial stone located in the main campus buildings. It serves to achieve the dual purposes. It meets the strategic point to boost the minds of potential givers, and also should be ethical to cherish their support. Given the business concept of school management forefronts in the contemporary times, it surely is a pivotal strategy and new form of ethics for the school policy makers (McVea, J. F., & Freeman, R. E., 2005). Other points, in terms of the ethics of strategic planning, may be found in the basic disposition of key players. Actually the stakeholders would largely be the object, but should not be exploited to one way ticket by handling and even manipulating. Their interests and powers need to be scrutinized to deserve a fair dealings. The stakeholders from other organization would, in many cases, pursue a similar context of plans or visions. The key players need to engage in sincere and fair concept of interaction, and should not forge their unilateral perspective. It should be ethically forbidden to take them as an exploitable object (Laureate Education, Inc., 2013). They can offer, in some cases, the ground of legitimatization in any hard or soft nature. A higher authority would perhaps be the former case, and the parents of local community would be a soft nature in the CU Law example. All the ways through, the strategic planning of CU Law should respect them and respond earnestly by regularly reporting and sharing.

**(Chart)**



**Concluding Thought**

Of course, a practical and tactical dimension of the project may work to drive the defined details of initial agreement. For example, the CU president may inquire if how the funds and commitment would be dispensed concerning its prospect, size of students approved by the government, and its budgetary worth in whole of the university administration. In reality, however, they generally perceived it urgent and legitimate from various grounds to actively pursue the governmental approval at its highest extent, and perhaps even with some unclear details. Their attitudes are seen, “the bigger the size is, the better it is” “the failure of law school bidding is inconceivable” “it is pivotal for the university reputation”, and so. In reflection, we should confess that the lurch of success possibilities actually was distant in 2005, and that the perspicacious judgment from strategic position was neglected. That contributed to the bitter experience of CU Law members in 2007 outcome from the government. However, the strategic planners, whoever they were in the shoes of ours in 2005, would like to enchant the high tide of support and community-wide comradeship. It was an opportunity in vast preferable conditions, and the professors, no matter who were, gladly accepted the role as actually an initiator. A scope of stakeholders are, on the other hand, were champions and sponsors as commented briefly about the two points above (Bryson, J.M., 2011). Despite the two years of endeavor, CU Law failed to achieve the desired goals as new law school on the graduate basis of legal education. The government assessors and evaluation team graded by slim margin to turn down the CU Law application for approval. This failure generated a greater criticism and negative reaction from the support groups. The reason I chose CU Law also lies exactly in that context that the case offers a useful specimen for the longer-term plan and major changes as well as the adaption efforts of organization. Now CU Law pours dual efforts to maintain the status as a famed national department of law (undergraduate and traditional forms) and continues on the bidding for the new type of law schools (graduate basis of legal education). In this sense, the strategic planning in CU Law actually has a long trajectory spanning over the eight years until this period of time.

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### **III. A Strategic View and Korean Bar Association**

#### **Introduction**

I chose the Korean Bar Association in the scheme of work, which I believe is proper in many aspects. It is a nonprofit organization, and is considered a quasi-governmental instrument to influence and interact with the Korean community. Its mission is to increase the welfare of organizational members, improve their practices, and to promote the legal culture and civilization. Like many other nations, it also assumes, for the rule of law, the role and responsibility to advance a liberty, equal protection of law, and substantive justice for the fairer society. I was well-versed with the organization since I served as a lawyer over the past years. Interestingly, I am actually one of keen stakeholders given that the organization champions the lawyers themselves as a main organizational goal.

#### **Formal Mandate and Its Implications**

Korean Bar Association is formally committed to enhance the protection of human rights. It is mandatory as afforded on the statutory ground (Strategic Plan, 2013). The Attorney Act Article I prescribes in its first paragraph, “the lawyers have a principal responsibility to protect the human rights.” As seen in its structure and expressions, this mandate is viewed in ultimate priority to define the role and responsibility of lawyers in Korea. This is generally found in any same across the nations and global jurisdictions. This mandate, in terms of strategic planning, was also implored in the mission statement of Association, and accounts for any weightier of the organizational goals and action plans (Bryson, J.M., 2011). It offers the basis of many organizational engagements and strategies. One focus may be drawn from its investigative initiative and reaction in the remedial purpose about an interference with the human rights by the arbitrary power of government. KBA launched a scope of action programs to identify, investigate, and petition for the correction and remedial measure. The association annually publishes the report of human rights violation, and heralds to inform nationally and internationally. It also endeavors on a countervailing action and remedies beyond the identification of problems. An international cooperation was networked with the research institute led by the international organization of bar association as well as other concerned organizations. Human rights violation is no longer merely a domestic issue, but the foreign context of violation increased our attention seriously (Millett, S. M., 2006). This motivated to extend our efforts in the precaution and correctional purpose against the human rights incident occurred in foreign nations. The Association is active to send a letter of protest, in the official commitment, to foreign nations, and to make a point for international attention.

The human rights mission may come in a weaker profile if it matters with the deprived groups or poverty class in the society (Bolon, D. S., 2005). They often are the recipient of social welfare benefits, and have no available resources to expend for defending their basic rights. A strategic point is to require the fund to provide for an adequate legal assistance, and the Association mobilized the dollar amounts and organized the pro bono units for responding to the predicament of these people (Bolon, D. S., 2005). The units operate within the reasonable process on the assessment and engagement decision. They firstly accept the petition for pro bono benefit, and the experts diagnose various factors to find the merits or basis of rejection. Given the positive finding, the units assign a responsible attorney from its pocket expense and commission

him to carry the court process free of fees or on the lower rate fee. It plays much role to restore the social justice in accolade of the Korean public.

Its engagement and action span extensively over the sensitive political cases and defendants, the institutions which cover the free-of-fee consultation on laws, no-fee legal representation in the court proceedings, emergency response team for a sudden arrest or detention prisoners, public contact unit for the selection of attorneys and fee contract, special window for the mid or small size firm managers, special branches for the foreign employees/unemployed/starved children/youth households. This span of engagement penetrates, in the line hierarchy, to each locality of bar associations, and their performance are regularly monitored and reviewed for the guidance or future lessons (Bolon, D. S., 2005). The second paragraph of Attorney Act Article I also mandates that the lawyers are commissioned to ensure the social justice. This responsibility always has been placed at the center of organizational goals from the national independence and inauguration of Association. It continues on this mandate by adequate checks and criticism for the undesirable or unlawful practice of governments, by mobilization and support against the dictatorship, by the follow-up campaign for national signatures concerning punishment on the 5.18 democratic movement, by leading the nations for conscience and activism, as well as by representing the professional position for a scope of public issues.

### **Informal Mandate and Its Implications**

Informal mandates, which the Association is expected to carry on, would cover a scope of social and membership-related missions (Strategic Plan, 2013). It is implied to carry the welfare scheme of organizational members. They collect fees monthly, and mobilize the funds, requisite in amount, to realize their social role and responsibility. Their variety of action programs and network, and social engagement are actually grounded on the informal basis. In this discussion scheme, I highlight their voluntary organizational commitment on the improvement of legal system, legal research, awards, and training.

The Association, in response to the legislature, files its opinion concerning the enactment and revision of codes, operation of legal system and execution of the statutory duties and responsibilities, in order to ensure the legality and improvement. It frequently holds a legal conference to matter with the important public issues. In every August, it annually hosts a grand scale of conference for the settlement and promotion of the rule of law, which is strategic, and as one of most efficient action programs to touch the core of mission.

The area of interest spreads into the tripartite aspect of government covering the legislative, executive, and judiciary. The conference never gets caught as one-time event, but often fares the diverse sections of research presentation, public forum, symposium, and other events to promote its missions. This ambitious engagement, in due course, is entangled with their goals against the dictatorship, and possible threat from the rule of man other than law. The Association also instituted a useful mandate to realize their mission strategically (Strategic Plan, 2013). The stakeholders for the Association are actually diverse which would be members and the community general, governments, new law schools, other social institutions, corporations, employees, and others. Particularly, the legal knowledge produced from the legal profession other than the professors or scholars is decisively important for the legal culture and learning of

Korean laws. That is one reason that the academicians are one of key stakeholders and they contribute to or benefit from the actions and plans in collaboration and cooperation. Interesting in this aspect would perhaps be the publication of journal, as titled, “The Human Rights and Justice.” It is a monthly journal dealing with the scholarly articles, interviews and key information for the legal practitioners. It is one of prestigious legal journals to class into the Korean SSCIIs. Many academicians and professionals contribute and subscribe as an important reference.

The Association also sponsors the Korean Legal Awards, and annually selects the awardees who make a significant contribution to the human rights, legal culture and system, advancement of legal society with the interchange and sharing. The awardees, hence, often are drawn from the pool of lawyers, university professors, judges and prosecution officers. This program is considered to be very strategic to encourage the key stakeholders group, and also entails the important implications for their mission and organizational goals (Bryson, J.M., 2011). The Association is highly internationalized to increase the scope of interchange with many foreign nations. An interchange comes more frequented with the neighboring states, Japan, China, and Australia, and evenly encompasses the North American and European states. Society and fraternity are practiced in time intervals, and the legal studies or research collaboration are prioritized. It also has implications for the national diplomacy to establish the firm ties with the bar associations of foreign countries. Its initiative to implement the action plan for international cooperation was a pomp in the event of 16<sup>th</sup> LAWASIA held in Seoul under the auspice of Association. A crowd of foreign lawyers gladly had a chance to visit Korea, and share the opportunity of legal research and exchange of legal ideas. It has implications to enhance the imagery of Korea and the KBA, which is deemed important to serve the organizational cause.

### **The Mission Statement and Socratic Meditations**

I may add a background and nature of organization. The Korean Bar Association (KBA) is a nonprofit organization mainly devoted to increase the welfare of organizational members, improve their practices, and promote the legal culture and civilization. It also assumes the role and responsibility to advance a liberty, equal protection of law, and substantive justice for the fairer society. So it is considered a quasi-governmental instrument to influence and interact with the Korean community in the extent of significance. The context, therefore, is largely similar to many of other nations which practice the rule of law principle. It is proper, in the second point, that I served as a lawyer over the past years to well qualify for the investigation and analysis in view of strategic planning. I was well-versed with the organization, and actually one of keen stakeholders given that the organization champions the lawyers themselves as a main organizational goal (Bryson, J.M., 2011). My experience and exposure as well as the stakeholder status situated me in the proper context to choose this organization. A third rationale to pick up the bar association lies in the transformative profile charted through years starkly. The environment with which the bar association faces underwent a serious challenges and threat for the legal profession and their mission, ethics, framework, economy and other elements have been captured into all the chaos hardly upheld steadily, or by merely being stuck with the past consciousness or understanding (Bryson, J.M., 2011).

### ***The Mission Statement of KBA***

The mission statement of Korean Bar Association is provided in two forms which are identified in the declaration of Korean lawyers and the bylaws of KBA (Bryson, J.M., 2011). In this assignment, I cited the latter sample to translate the mission statement. Article II of the bylaws provides, the Association is commissioned to serve the following missions in its inauguration and foundation, and as the essential cause and purpose. First, it pursues the enhanced protection of human rights and democratic order in the society. Second, it promotes the respect of law and disseminates the legal knowledge. Third, it flourishes the legal culture and system, and encourages the active interchange with foreign nations. Fourth, it facilitates the improvement of legal institutions and innovates the administration and performance of legal service. Fifth, it activates and implements the national pro bono program, and increases the welfare of judicial people. Sixth, it assures and supports to increase the integrity and ethics of lawyers and ensures a quality of legal profession. Seventh, it enforces the instruction, monitor and reprimand over the individual lawyers, law firms, law offices and cooperatives, national notaries, and local bar association. Eighth, it ensures an integrity and ethics of foreign legal counselor, their quality of service, and provides an instruction, monitor, and reprimand for the individual counselors and their offices in Korea.”

### *Three Socratic Questions and Discussion*

In reflection of the role and responsibility of KBA, I prefer to inquire of three Socratic questions which pertain to clarify and enhance its utility and contribution to the community. Three questions call upon (i) the nature of organization, what we often see as one of voluntary organizations, (ii) the distinct attitude of legal profession, (iii) globalization of contemporary importance. Then, the questions can be formulated in these ways and I intend to discuss in relation with the mission statement of Association.

At first, what is the nature of Association in terms of the legal institution of Korea, and how does the mission statement properly and strategically incorporate or reflect on it? The bar association is a voluntary organization which could not be disposed entirely either in the purview of contract or government. It would rather entails a mixed nature from between that requires the distinct ethics and rules to be applied. It is a nonprofit organization, and the stakeholders are not directly touched by the theory of contractual relationship (Bolon, D. S., 2005). They are governed by the tradition, legacy, and public mission largely unaffected from the private or commercial interest. They perform a semi-governmental role and functions to regulate, discipline, and provide for their members. It, therefore, can likely be seen a trade union, but the subject matters are highly professional in the salient profile to serve the societal goals, such as justice or fair society. Other voluntary associations possessing a similar quality would perhaps cover the school district, churches, and classic travel association, trade union, domestic relations and some others. In this nature, the requirements that the organization should not avoid would come in ways. As it is founded and essentially networked with the members, their mission reflects, in primacy, on the element of members and the organizational identity or direction (Bolon, D. S., 2005). We also need to focus on the voluntariness of organization which implies its cause of existence for the interest of lawyers. For our note, however, it likely operates the kind of closed shop in trade unions that the membership is obligatory if lawyers being in the standing status and practice. However, it still can be seen voluntary if retired attorneys may have a membership when he paid the required fees. It is voluntary that leads the organization to the best interest of

lawyers. Therefore, it is quite obviously imperative to include the welfare of lawyers in the mission statement. As introduced, it was realized in the article V. The mission statement specifies the national pro bon program in the initiative and scheme of Association. It serves to remedy the deprived class of citizens on one hand, and also now contributes to create new jobs for the unemployed or less profitable lawyers. As it is the association of semi-governmental nature, it is required to institute a system dealing with the regulation, provision, and discipline. This aspect was expressly and strategically represented in the article VI and VII. Also noted is that the Bar Association provides a technical support and consultation to innovate on the administrative efficiency and professional network for the interaction and interchange. In evaluation, the pertinent articles are catching and strategic, as well as finely organized in view of the nature of organization. As the legal profession now gradually accommodate the concept of commercial ads, that could be dealt in brief of missions statement, particularly because the legal service market expects to be liberalized.

The second question would be like this: what is an inherent role and responsibility of legal profession and their professional association (Strategic Plan, 2013)? The legal profession is a most heritaged job on long history traced back to the Roman era. Now legal historians even excavate the tradition of ancient Greek for its remnants and vestige. A law subject led the medieval academics and perhaps enabled to form several of pioneering disciplines in the medieval universities. An advent of democratic government in the 17 and 18<sup>th</sup> centuries fueled the concept of human rights as inviolable and sacred, and this tradition still now governs over the countries and in the UN conventions. The Universal Declaration of Human Rights is one of notable examples in this context. Hence, the mission statement has to clarify this point by the express and action-stimulating phrases. Along with the human rights as imperative, the legal profession is responsible to ensure the democratic order in the society. By way of the constitutional review and other context of performance and provision of legal service, they are the proponent of democratic government. This essence was responded in the Article I. Their role and commission are not limited to protect the human rights, but they are practically responsible as a system builder of society and government. Many of them often serve as national congressmen, and provide a legal advice for the government. They are an opinion leader in the society and often asked to act as a panel and council member for the constitutional reform committee and concerning many serious public agendas. Therefore, the Article VI pronounces, “it facilitates the improvement of legal institution...” and you can locate the Article II, “it flourishes the legal culture and system...” In learning the Association as a strategic planner, it is instructive from the viewpoint of comparative legal tradition. The laws and legal institutions within a specific society never stop from its progress and evolution. That does not say it can always improve or progress, but may recur or regress as enchanting the previous elements. In any case, the laws are an essential ingredient of community even surpassing such a radical revolution of Volshevichi. The French revolution also persecuted many jurists during its period, however, they could never dismantle the legal system and their laws entirely. For the evolution, the human rights concept comes in pertinence as we see the staged development spanning the first, second, and third generations of human right. From the plain ways of free speech and political liberty, we now voice up to protect the updated package, such as the right to family union, right to decent housing and environment, adequate public education, and others, which are termed as the third generation of human rights. For the recurrence, we can illustrate the revival of civil laws from the Russian empire right after the revolution by Volshevicki. In this learning, we

finally have a deep awareness about the inherent role of laws and lawyers in the society. This, as a matter of course, propels the lawyers to constantly learn, and to be a pro-activist for the legal culture and system. The context is particularly stark given the high profile of contemporary international relations. This nature of legal evolution and progress are pivotal to place the items of mission statement (Kotlin, A. D., 2008). We can identify this reflection employing a clear message for the members in Article II and III. However, I suppose that the articles are rather abstract, and less stressed explicitly about the progressive nature of human rights concept. For example, some mentions about the updated understanding of third generation rights may be specifically included in the mission statement. And the international cooperation seems extremely curtailed only with a part of one sentence. It is disproportionate with the final article in length concerning the foreign counselors.

Finally, I am gone to the changing circumstances of globalization and its factors related with the legal service market and international exchange (Bryson, J.M., 2011). So the inquiry is how the globalization and its impact were concerned and responded in view of the strategic path of Association. We have several points in pertinence, but two of them can be more empathetic, which deal with the legal interchange and change of the domestic market. As I have said, KBA is obliged to welcome foreign lawyers in the requirement of free trade arrangements. Now Korean congress lately responded to enact their status as a legal counselor. The lawyers admitted in foreign states without the Korean qualification may, nonetheless, wish to practice in Korea. Their competence was provided in a scope, but not the same as Korean lawyers. Their rights and duties were set forth. In the ambit of Korean Bar Association, they now no longer be viewed just as others. They are secondary actors, but separate treatment would be deemed never permissible on any discriminative basis from normal members. Hence, it is strategically agile and demanding that their status and relations were clearly articulated in the mission statement (Kotlin, A. D., 2008). It should be timely and responsive to arrange the article VII for them. Another aspect is rather traditional to pledge on and implement the active legal interchange with foreign nations. It is strategically elementary to boost the improvement of legal system as well as the international cooperation for the democracy and human rights. As I have said, the international dimension of KBA's concern has grown significantly as challenges against it. New vision and agenda apparently seems pivotal to motivate as well as guide the ethics or the standard of conduct, and their mindset as a lawyer in Korea. That context needs to be seriously studied, and should be incorporated into the mission statement with some strategic catchphrases.

### **A Concluding Thought: The Challenges and Change**

Several illustrations could help to shape a point. At first, the paradigm of legal education was significantly reframed to model after the graduate basis of legal education. It was influenced by the US forms as mediated by the Japanese reform of legal education instituted one decade before Korea. One primary motivator for this reform was found in the leadership of Young Sam Kim around the mid of 1990's, who emphasized the advanced and globalized status of Korea in the international society. The past institution of legal education massively drew its profile on the national exam which can be seen a kind of oriental feudality in one aspect, and supported by the European pathways on the undergraduate legal education and national centralization of bar education for a year or two years in the national judicial training institute. However, it was to see it to essential that the qualification of lawyer had not required a formal education of law except

for the passage of national bar exam. This means that the institution was antedated or of feudal flavor for the people. Paradoxically, however, the concerned group now argues that it should get finer to ensure an equal opportunity for the access of judicial post. That is, of course, because the past system afforded poor family children without expending a high tuition of new law schools. From this educational restructuring, we can derive a scope of other aspects in understanding the circumstances of change and challenges posed to the association (Bryson, J.M., 2011). For example, the bar association is one of key actors to involve the legal education of Korea on the statutory mandate and also in terms of their pivotal interest about the number of attorneys in Korea.

Other factors to motivate the strategic planning of bar organization would come into play as the trade liberalization engrosses the traditionally privileged status of legal professions in the Korean society. FTAs and WTO GATS certainly are an extraneous driver to force new dealings with the issues and action plans along with the organizational goals, as partly its mission also being recast seriously (Millett, S. M., 2006). The domestic market of legal service is no longer of the exclusive nature that has a ton of entrant barriers. Rather, the foreign law firms now begin to open their branches and provide a legal service, though limited in its scope. Most notably, US and UK-based law firms now stand as a forerunner to be engaged and interested in the world 8<sup>th</sup> economy. Large law firms already recruited foreign lawyers to support their legal intelligence and knowledge required to deal with many difficult or foreign issues of law. Now foreign clients prefer to see their national lawyers practicing in Korea if they are entangled with any legal dispute or explore the business opportunity and investment in Korea. In this aspect, the bar association can even face the issue of how they properly circumscribe the quasi-membership in this rapidly changing environment. The foreign lawyers most often do not meet the qualification of Korean bar membership, but may be considered to allow their incorporation given the organization pursues the welfare of practicing lawyers in the Korean territory. It also seems to be grappled with difficult policy issues concerning the polarization of lawyers in its earnings and income. A relatively small scope of lawyers earn much whereas many of solo practitioners likely have gone marginalized to hardly manage their legal office. That reality has long been structured since the stalemate of global and national economy. A specialization of legal profession also comes into the point in some ways. It should be considered to expand the role of lawyer and increase the quality of legal service. It is required to enhance the rule of law principle in Korea, which also served creating the new and more professional nature of legal demand. Hence, it can partly redress the shrinkage of legal service market and thus ways to counteract the demand stalemate in the standpoint of legal provision.

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#### **IV. CU Law for the Organizational Analysis**

##### **Introduction**

For the discussion purpose, I chose CU Law, the law department of Chosun University. CU is one of two major universities in Gwang-ju as compared with the Chunnam National University (CNU). CU is the private university unlike CNU, however, and considered as one of prestigious universities in the region. Its national recognition is loadable, and has fostered, through the decades, a scope of social elites, who cover the judges, prosecution officers, academicians, high-ranked police officers, entrepreneurs, entertainers, and other public leaders. Thus, the local aspiration and reliability on CU and the law department actually have been very promising and still highly prospective even in the face of coming challenges, i.e., decline of new generations and less college entrants, shrinking world and national economy, high pressure from the globalized education, and so.

The department of law has underwent a competition from 2005 through 2007 where it pursued to gain a success in the law school bidding for new mode of legal education. Virtually over 90 law departments across the nation participated to obtain a government approval for three-years basis law school, a graduate mode of education as differs from the four-years undergraduate law department. Now the system was changed that only the graduates from new law schools could be eligible to sit in the National Bar Exam. Only 26 law departments successfully switched their organizational form into new law schools, and CU Law surprisingly failed the bidding. It, thereafter, has managed a prior form of law department, and continued its mission to breed the local students. CU Law, however, is strong institution with a legacy and tradition. Amid the rich tradition and former lesson as well as the present circumstances, CU Law now hypothetically explores the strategic plan for its stability and advancement. The stakeholders analysis would deemed very important for the management of planning for the process (Parent, M. M., & Deepphouse, D. L., 2007).

##### **Two Strategies for the Buy-in and Commitment**

Buy-in and attraction of commitment from the key stakeholders are pivotal leading to the success of strategic plan (Laureate Education Inc., 2013). I now derive two strategies from the importance of initial agreement process and some aspect of process design to turn the stakeholders into the kind of advocate.

An initial agreement process is considered to found the grand picture through the vision of successfully implemented plan. It largely defines the strategic plan in any high terms and interaction, and can form the substance to empower and enrich its staged process (Laureate Education Inc., 2013). It is foundational to stand as the equivalent of federalist papers for the US constitution in 1780's. It generally defines the organizational identity and its profile in relation with the kind of social being and as likely the cause for existence. It is leading to guide the subsequent process and buy-in as well as commitment could be seriously phased within it. It also can be put as analogous between the OECD and WTO. OECD may be viewed to make an initial agreement process of the basic world economic issues where the summits explore and develop their concession and basic commission, as well as the frontier of economic issues. WTO is a settled regime to systemize and implement the international trade policy which possesses a

strong profile of administration, performance of the supervisory role, governance issues and the trade disputes. It is operated by the supreme body of ministerial conference and standing body of General Council, as well as based on the mechanics of multilateral trade agreement as the organizational tool, network and resource. It could likely be a strategic plan to ensure the initial agreement of OECD, and likely articulate more concretely the goals, missions, and action plans in compliance with the member states agreement sketched by the summits in OECD. Therefore, the initial agreement process might be unlimited, but could be less definite. This does not mean, however, that it can be carried in less serious ways nor any perfunctory or authoritative initiative. It requires a sincerity and foundational foresight, and needs to be pursued in the faith as well as by the process of communication, persuasion, debate and meetings (Brugha, R., & Varvasovszky, Z., 2000). Hence, we normally practice a retreat for the assessment and reflection, and challenge again for the desired agreement. Buy-in and commitment never can be easily achieved. For the small scale of organization, this initial agreement could be properly processed through the required steps, for example, 24 hours retreat or follow up meetings in months (Bryson, J.M., 2011). In the larger scale, it may cost an intense engagement and the process would take an extended period of time. Best strategies for the buy-in and commitment from the stakeholders should be drawn from the basics and principle, namely the initial agreement process. A competence of planner, and its consequence over the change cycle critically figures in this stage of initial agreement. As the federal judges on constitutional review may move backward and forward on the documents, including the federalist papers and US constitution, the initial agreement never terminates at one point of time, but can be reinitiated in the periodic context or in responding to the new demand for the organizations. They can recycle the process to mobilize new agreements and to structure a new form of strategic plan (Gousseau, K., 2008, July 22). In this analogy, the planners seem to benefit more than the federal judges given that the latter could not meet the founding fathers, nevertheless, have to perform the role to infer constructively for the new understanding of initial agreement adaptive to the 200 years in change. The strategic planners do not suffer the Pope of Avignon nor scanty sources of letter and articles, but can meet and hold a conference for the exchange of ideas and concerns. They also can update the documentary analysis, ads, and presentation to persuade and induce the buy-in and commitment of stakeholders.

A second strategy to increase the buy-in and commitment from the stakeholders are tactical and can practically be framed between the power and interest. Based on the model drawn from the Johnson and Shore, we can group the potentially most effective strategies to bring an active or hopefully enthusiastic engagement and commission, and hence make them advocates rather than the stakeholders (Dewhurst, S., & FitzPatrick, L., 2005). For the high power and low interest, the planners need to maintain their response to keep them satisfied. This context can be found in the budget meetings involving the minister of finance or many other governmental branches. Their attitudes need to be oriented to satisfy him or them by stressing an urgency or legitimacy in some cases. If worse, they may be pushed to threaten their boss or decision makers by illustrating the higher authority or probability of bad consequences if to avoid their option. For the low power and high interest, the buy-in strategy may be proper to keep them informed which enables to avoid a costly expense for persuasion and inducement, but can keep them engaged and attending (Dewhurst, S., & FitzPatrick, L., 2005). For the low interest and power, minimal effort can be strategic, and for the key players, mostly organizational manager and employees, the buy-in and attraction of commitment can largely be waived because of the

internal compensation or by way of job ethics and basic training. It is also useful to stage the process to the end outcome of stakeholders commitment. Johnson and Shore framed five stages to reach the goals of strategic planner about the stakeholders' attraction (Dewhurst, S., & FitzPatrick, L., 2005). Awareness is a beginning point to match the stakeholders and planning team. Absent it, how do we circumscribe the stakeholders group in any sufficient weight? The newspapers and memos, and ads may increase the span of them, and hence increase the basin of committed stakeholders. The understanding stage could be similar, however, differs from the in-depth interaction by discussions and meetings. This status can further be elevated onto the "support phase" pursued by various strategies, as particularly being centered at the debate, feedback and consultation. Finally, the stakeholders can enhance their mindset and attitude to show a compromise, as early incorporation being realized, which would see them involved. Their disposition can be culminated into the firm commitment by sharing confidences and as collective problem solving being practiced.

### **Some Thoughts**

The strategies discussed above would serve as a pivotal part to facilitate the process of strategic planning for the CU Law project. The failure of CU Law in 2007 brought the crisis and challenge for the department in CU and with the local community. A criticism and disappointment from the CU alumni and the faculties had been atrocious. The main administration seems to retreat from the past attitudes of unconditional support. Meanwhile, the current form of law department actually has a ton of strategic needs to survive. Therefore, the strategy to emphasize the initial agreement process would work in imperative to reach new foundation of dealings. Absent the process, CU Law has no way to draw upon the motivation, support, and energy to counteract a scope of challenges. For the current and prospective law students, the dean and school officers have to make an effort to persuade and attract their entrustment. It would work effectively to hold a public meeting for the module based legal education, and well equipped dormitory for the national examinees. An emphasis also needs to be given on the paralegal context of education which can reach some of initial agreement and induce the buy-in and commitment. For the funders and givers, it would be effective to share an understanding of the hardships CU Law now faces. An awareness about the change and dual dimension of strategic planning, to say, covering the maintenance of current status and future of successful bidding, is essential to begin. As above presented, the CU Law planner need to apply over the phases gradually and realize it to culminate at support phase. It could work and seems powerful to turn them into a kind of advocate.

### **Conducting a Stakeholder Analysis**

#### ***The Goal-Related& Power v. Interest Grid Approach***

CU law has a heritage, legacy and national reputation through the decades, and thus its status is considered not weaker, though could not be said stronger, than other departments of CU given the restructuring possibilities. Amid this rich tradition and former lesson as well as the present circumstances, CU Law now hypothetically explores the strategic plan for its stability and advancement, and conducts the stakeholders analysis in the process (Bryson, J.M., 2011).

First, we are required to structure the goals of department and strategies to pursue them.

- Enters the class of new law schools in the near future.
- Maintains its national and local prestige and recognition as a basin of competitive-edge legal education and as the kind of pre-law institution
- Efficiently responds for the intake of quality students and provides the support for national examinees.
- Encourages the voluntary association of students and increases the paradigm of liberal education
- Establishes the cooperative network for the life-time advice and guidance
- Fosters the happiest department for the faculty and students

We are required to identify the stakeholders group in framing the strategic plan spanning over the mission and vision statement, goals and issues, and the action plans and programs, their implementation, and post-implementation feedback, and also including the change, reform and cycle (Bryson, J.M., 2011). A most aspect of strategic planning involves the exploration, learning, research, and analysis to become finally reduced into some of documentary forms. Given the organizational members are an actual force and committed resources on the track and change in the strategic plan, the concept of stakeholders is rather extensive, factored, about the influence and power other than responsibility, a kind of network or interactive strand, variables less constant than the inner circle or workers in the organization, but vital to invigorate the organization and its performance. The concept may well corroborate with many propositions and tenets suggested by the biological viewpoint of organization. The concept of stakeholders may possess the quasi-quality of organizational environment, which, however, is preconditioned by some human destined element and often centering at the interest and power from various types. We, in vast practice, do not concern the capital or objective mechanics in itself as a type of stakeholders, while the opposing views may stand in rare cases. We rather favor to label as shareholders, the community, government, and others, which could be various to denote the objects or mechanics, but are delimited conceptually, in case of dealing within the purview of stakeholders, by stake, interest and power, or others (Gousseau, K., 2008, July 22). Therefore, the stakeholders are actually connoted in the sense of dependency and as in any interactive context even if they may be powerful to alter all the entire organizational framework and through its existence. The concept of stakeholders also is standing on the domain and autonomous nature of organization in hosting their mission and goals. Certainly, the strategic plan generates and shows virtually the whole of organizational presence, its pathways and biological evolution through its growth and decline, public utility and social change in the end purpose. In this aspect, I consider and explore the stakeholders in the individuals, groups, and institutions which are believed to be keenly affiliated with CU Law in their interest and power (Bryson, J.M., 2011).

### ***An Identification of the Stakeholders and Their Level of Support***

In the selection and analysis, the influence versus power grid offers the ground as a framework than other available tools, such as participation planning matrix, stakeholder-issue interrelationships diagram, and others. Let me explain the reason for selection and ascription of their level of support briefly over three key stakeholders.

- (1) Students of CU Law share a keen interest in the quality education of law. This group can be properly classed as a customer in case of other ordinary organizations. They are, however, generally passive and dependent in view of the role of CU Law project. Nonetheless, their

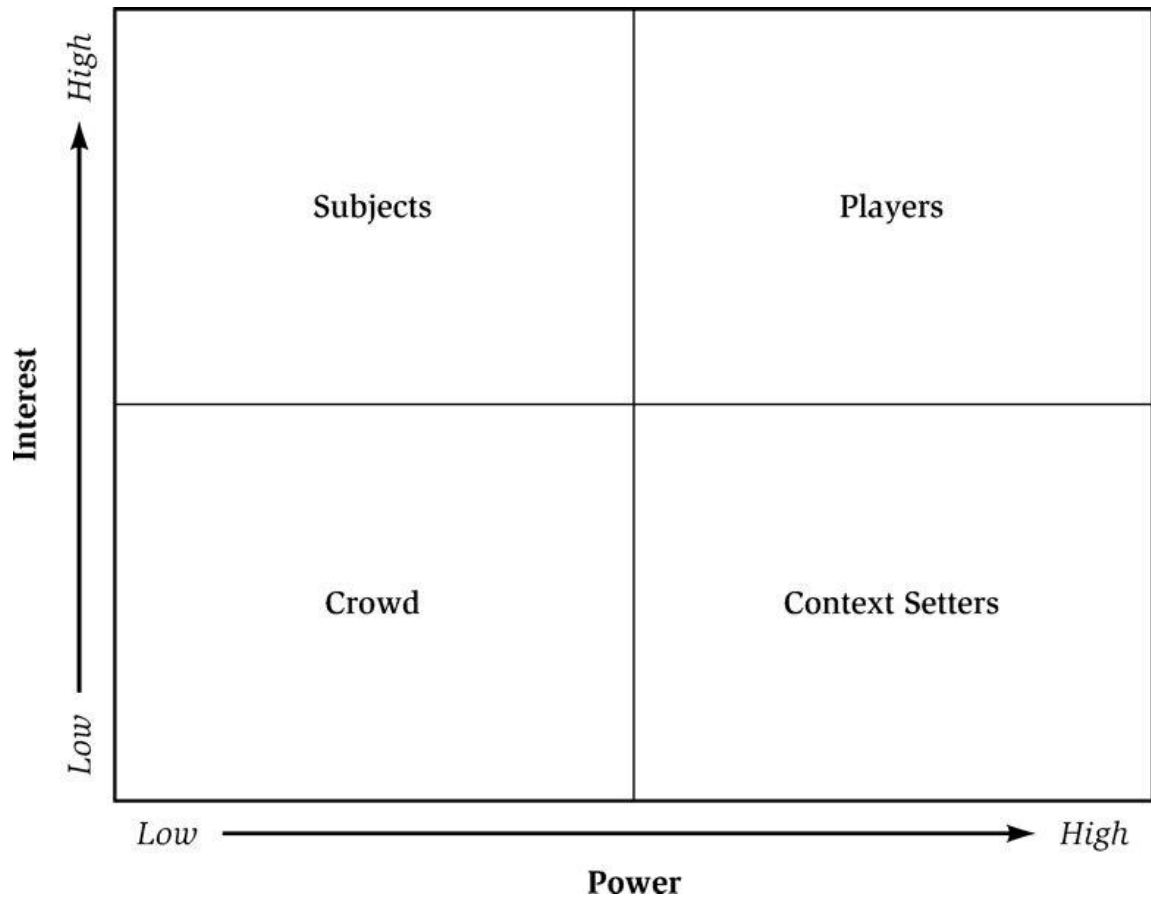
opinion and representation are pivotal in the process design. They also compose the factors in the strategic plan and the criteria that Korean government imposed to evaluate the merits of each law department. Hence, they are subjects in power v. interest grid, and weak supporters in power v. support grid.

- (2) Law Professors actually are most important actors and also key stakeholder group. CU Law is the workplace and center of networks for their teaching and research performance. Their lives are disposed in that way, which circumscribed the law school reform in 2005-2007 and CU law project since 2007 failure. This change has been made in an intimacy with this group and for their whole cause. They are compensated for their service, and have a stake for their household economy. They are key players in the process design, as well as the design and implementation of strategic plan. They are more knowledgeable than any other players and actually compose the object of criteria as evaluated in the law school bidding. For example, the number of law professors per student is one item graded, and the articles from each professor are assessed to adjudge the competence and quality of professorial resources. Hence, they are classed into players and strong supporters in our framework.
- (3) Gwang-ju community should be included, but less directly mediates the heat of plan. It, however, would be related in high influence and at great scale. They like to find the local law departments to be on accolade and deemed a high recognition. Their disappointment was severe in 2007 result, but their attention was actually split between the CN law and CU law. As CN law gained a success, their compassion was divided and turned complicated. However, their general direction still supports the CU law project, and anticipated a positive consequence. The meetings and exchange of ideas need to be ensured to reach an initial agreement which can be made with the representatives of the alumni association, local business society, and governments (Kaufman, R. et al, 2003). Hence, the nature of group tend to be the same as the group of law students. This analysis would apply to other stakeholders in the same manner as identified below.

- Students of CU Law (A1)
- Law Professors (A2)
- Dean of CU Law and other Professorial Staffs (A3)
- The Gwang-ju Community (A4)
- Chosun University (A5)
- Other National Law Departments (A6)
- New Law Schools (A7)
- Chon Nam National University and Law School (A8)
- Local High School Students (A9)
- National and Local Government (A10)
- Parents of CU Law and High School students (A11)
- National Lawyers, and Law firms (A12)

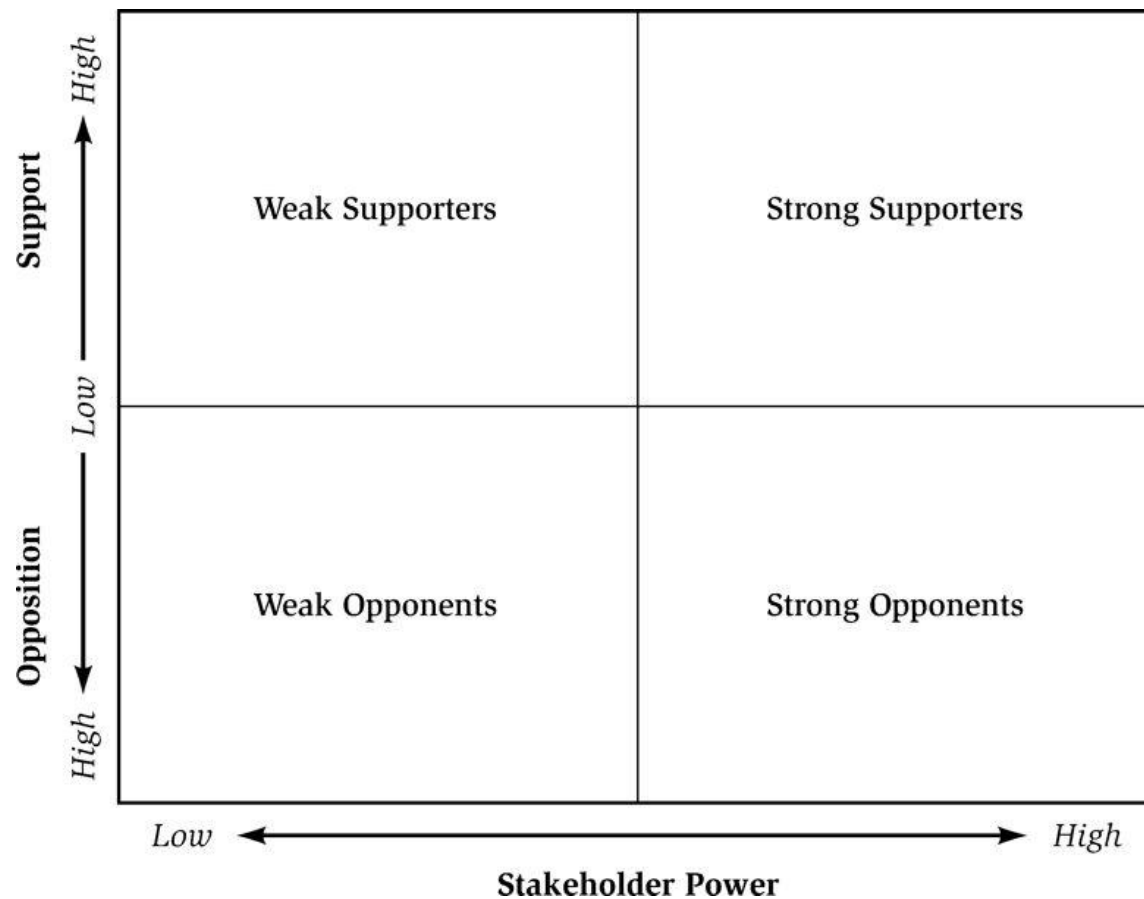
Let me capture various stakeholders above listed into two helpful diagrams excerpted from the resources of the class material (Bryson, J.M., 2011).

**(Figure 1) Power V. Interest Grid**



- Players : A2, A3, A5, A6
- Context Setters : A10, A12
- Subjects : A1, A5, A8, A11
- Crowd : A4, A7

**(Figure 2) Problem-Frame Stakeholder Map**



- Strong Supporters: A2, A3, A5, A6
- Strong Opponents: A7,
- Weak Supporters: A1, A4, A6, A9, A11
- Weak Opponents: A8
- Strong Neutrals: A10, A12

### A Concluding Comment: Nature and Essentiality

Key stakeholders are identified from the several frames to evaluate and conduct the comparative assessment. For example, the power and interest grid may support to group the more powerful and higher interest actors or players as key holders. By applying the opposition and power frame, we may stress our focus on the strong opponents and supporters as influential and require strategically being treated more intensively (Bryson, J.M., 2011). As I have seen, the stakeholders are less likely to be merely environmental nor inertia and neither passive, though being a matter of extent between the key and normal stakeholders. They, as reviewed, are properly to be defined in the interactive context or network and power as well as influence. So it is an organizational purview in concept, and comes interorganizational or as human power and leadership or followership, and interwoven to leverage the biology of corporatist society. It surpasses the autonomous logic and direction of capital itself, and seriously concerns the engineers of capital and idealistically forefronts the social change and possibly produces a new



paradigm of public value or ideology (Brugha, R., & Varvasovszky, Z., 2000). Its practical feature is highly interactive and most organizations now practice the strategic planning and stakeholder analysis as its essential ingredient. Thus it may well overlap and potentially be interwoven to define their competence and vision against other organizations or group and individual plan. One version of strategic plan may outrival others from other organizations in its power of persuasion and attraction of neutral stakeholders. For example, many departments, units and branches of government or big enterprises may practice the strategic planning in the budget allocation bidding, where some less persuasive version may have to drop. In this case, the chief executive or other decision makers of budget would be key stakeholders to be important for the buy-in and commitment. In other cases, we can learn that the attribute of managers can profile as pressing other than the stakeholders as evidenced typically in the mega scale world event (Parent, M. M., & Deephouse, D. L., 2007). If we, anyhow, can draw the “autonomous nature of plan and organization,” the management and the vein of inner organizational frames or lines in power and authority, would hone in principal, as well as host the main stewardship. Even despite this prongs of nature, the stakeholders are a key element to enliven and empower the performance and competence of planning organization. As Parent & Deephouse guided, we see high factors from the management to yield a differing perception and consequently a possibly distinct incorporation of various stakeholders in view of the “power, legitimacy and urgency” (Parent, M. M., & Deephouse, D. L., 2007). More powerful managers or leaders may attend to legitimacy than the power of stakeholders. And urgency may be viewed more seriously for the practicality or feasibility-driven managers or relatively lower level of strategic or implementation team in the organization. Thus, the stakeholder analysis phases a complicated profile, but can be typified in general, nonetheless.

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## **V. The SWOT Analysis**

### **A Restructuring Plan of CU in 2013**

Chosun University (CU), has a long history in Korea since the inauguration of CU in 1948. It is considered one of oldest universities and located in southern part of Korea, Gwang-ju City. CU is one of two major universities in Gwang-ju as compared with the Chun Nam National University (CNU). Its national recognition is loadable, and has fostered, through the decades, a scope of social elites, who cover the judges, prosecution officers, academicians, high-ranked police officers, entrepreneurs, entertainers, and other public leaders. In the characteristics of organization studies, we consider that CU is a higher education facilities. It is a non-profit organization and has the goal of teaching and research. Its function is to educate the college students and to produce a scholarly work to serve the public. CU is a private university, and keenly affiliated with the local community. It is one of largest universities to have more than 800 full-time professors and over 20, 000 students.

### **Some Thoughts on Aguilar & Sherman**

According to Aguilar, strategic performance management can help the companies to create the business value, but on the condition that the SPM operates to fit within five critical dimensions (Aguilar, O., 2003). First the organization initiates and implements strategic planning. Then they need to devise the standard of measure about its success, shortage, and failure. They are also required to design and integrate processes in coverage of and coordination with three basic functions, i.e., operational planning, budgeting, and forecasting. Aguire also saw it important to provide concise and timely information about the management focus, support and complementation (2003). Finally, it was argued that the creation of organizational culture and reward system should be endeavored to inspire and motivate the readiness and morale of followers. He also presented six obstacles to effective planning which includes, among others, lack of well-defined strategy, lack of pay for the performance, and lack of data or performance measure (2003).

As we learnt from Sherman in this week, self-assessment of organizational quality and characteristics is a prerequisite to be essential for the adjustment of strategic planning process (Sherman, H., Rowley, D. J., &Armandi, B. R., 2007). The kind of assessment focuses on the probability and extent of impact on the strategic planning process, and is vitally required, in the pre-planning phase, for the success of strategic plan. His illustration about McDonald provides an insight for the strategic planners and concerned players or stakeholders (2007). While the kind of exhilarating words, innovation, transformational leadership, or paradigm shift, often fare powerfully now and then, the wisdom guides that the organizations are standing on the history, grope to struggle in the present, and confront the opportunities or threats to sally forward for the future. Provided that the strategic planning process often is prone to align the assets with the desired goals for the future, it could be seen to concern the objective place of present organization and their desired place in the future (2007). I like to put “objective” since the ways of planners often draw upon the resources and assets available in the real context. Their diagnosis, as well as the interwoven frame to collaborate, coordinate, cooperate for the mosaic of interaction and network in the final form of strategic plan, would truly be grounded on the

scientific evaluation, balance and perspicacious weigh-in between the elements (Bryson, J.M., 2011). This line to cover the objective present and future dimension can perhaps be drawn to separate the pre-planning work and planning process. Then the former requires an investigation of strategic personality attributed to the organization and borne of potential to impact the strategic planning itself. Then it may, in cases, embroil the history and culture of organization, or taboos, conventions and practices, which may not be easily identifiable for the strategists. This context, then, looks seriously to the past as well as some of hidden aspect in the present days of organization, which enables to derive its strategic personality.

### **Two Aspects of the Strategic Personality**

For the restructuring initiative of CU, I prefer to discuss and comment on some of internal process and organizational structure or culture in terms of the characteristics being assessed for the successful planning process (Sherman, et al., 2007). The internal process finds no way but to be highly dependent on each academic department owing to the nature of colleges and universities. Each department is the level as responsible to deliver the university mission, namely teaching and research. The members of department are doctorate and highly specialized in their field. In some cases, they may be a national and international authority or mentors, public opinion leaders, and any ways of influential figure in their expertise. They often respect a liberal philosophy, open debate and communication, and consensus based on the unabridged right of free expression. Given the democratic ethos of institution is stronger as in the case of CU, their role and ways of engagement in responding to a new plan or initiative would either go more serious or need a persuasion and intellectual concession on the logic and rationale. Therefore, not only the ways to direct or coerce but also the implementation of secretly prepared plan is generally inconceivable. They offer a cause to fail or for the planning administration to encounter a serious reaction. For this reason, the initial agreement phase is more important than any other type of organization. This context was plainly displayed in the process of this spring, but fortunately the serious challenge of financial issues over coming years eventually led both groups, professors and university administrators, to reach a gentleman agreement about the M&A of departments, reduction of redundancy, and conservative nature of expenses.

The nature and quality of university professors perhaps are dominantly conscience-adhering and considerate, and they often cherish an ethical or moral persuasion. This aspect may come matched finely with their authentic role in the campus, but the business nature of strategic plan may come easily ineffective on the resilience and negative attitude of professors (Bryson, J.M., 2011). One incident, which was critical to survive the university this year and the years ahead, would disclose this context, while they considerably spoiled the “Plan of Job Employment Rate.” This rate accounts for the vast point of factors in the assessment of governmental distribution of funds to support and boost. Without the subsidies from the government, CU may risk any proper terms of financial management. Thus a fifty percent ratio was set critically to meet the criteria, and that portion of strategic plan was pursued by the administration while imploring on the positive engagement of professors in this spring. Professors were asked to link the potential employers and unemployed senior year students or recent graduates. A score board was created and placed in the dean’s room of each college, and fed back to encourage as well as command (Aguilar, O., 2003).. Each day, an intra-campus communication e-mailed the list of job vacancy gathered through the local and national information services. Some professors made

a remarkable success to match the employers and target students or graduates. However, the response from a scope of professors often grumbled in sigh, “How this kind of job could be for the professors’?” or “It is out of scope in view of the roles and responsibilities.” Interestingly, they pointed to the ethical aspect of strategic plan, “The university had pretty gone to derange from the scholarly conscience... They do not see the quality of job, but just went crazy about the number of employed..We are their teacher and life-time mentor. How can we advise or forge them to enter that poor quality of job?....” In this light, Aguilar’s frame about the strategic performance management could hardly find its right path to create the business values. A link between the strategic plan and operationalized mechanism could effectively be broken. A forecasting had much become unclear with much of hidden resilience from the professors. Worse, the incentive system to compensate for each success of employment brokerage was considered as unethical or less informed to a vast of professors about the nature of compensation and ways to claim it.

A culture and ethos of Korean universities prevailed over the past decade in the direction to restore campus democracy. This required, among others, to select a university president by the campus ballot. Among the majority candidates, the board finally approves one as the campus leader in CU. This context of campus election largely leads to the different concept from ordinary organizations when we consider the leadership issue or strategic planning process. They are never a powerful CEO, but have to perform the kind of role since the modern university in Korea has transformed into some of business concept concerning the campus management. The chosen leaders often present a set of strategic planning document to appeal the voters and show a high commitment for the financial plans and strategies. However, this culture actually contributed to an extent of distortion in terms of Aguilar’s performance measurement or management reporting (Aguilar, O., 2003). Their term usually is four years, and the promises of election campaign have fast got lost without feedback and assessment. Their splendor of financial or reform plan tends to get short lived as interrupted by new leadership.

### **The Impact of Internal Factors**

For the Final Project organization, I chose Chosun University (CU). It has a long history in Korea since the inauguration of CU in 1948. It is considered one of oldest universities and located in southern part of Korea, Gwang-ju City. CU is one of two major universities in Gwang-ju as compared with the Chun Nam National University (CNU). Its national recognition is loadable, and has fostered, through the decades, a scope of social elites, who cover the judges, prosecution officers, academicians, high-ranked police officers, entrepreneurs, entertainers, and other public leaders. In the characteristics of organization studies, we consider that CU is a higher education facilities. It is a non-profit organization and has the goal of teaching and research. Its function is to educate the college students and to produce a scholarly work to serve the public. CU is a private university, and keenly affiliated with the local community. It is one of largest universities to have more than 800 full-time professors and over 20, 000 students.

### **Four Aspects of Internal Environments**

For this assignment, I found the first four steps as pertinent in the pre-planning phase for the restructuring strategy of CU. Of course, my intention is to characterize the internal

environment of CU which focuses on those four aspects, to put, the internal process, leadership styles, organizational structure and culture.

### *Nature of Internal Process, and CU Culture*

In view of the 2013 restructuring initiative, we need to consider the strategic personality to address the frames of reform and its goals. CU is a higher educational institution in Korea, and the marketplace is nation-wide as well as of public nature to be measured in some non-profit terms and quality. In this incident, however, the primary motivator to drive an initiative arises from the change of environment, such as sharp decline of youths generation, more demand for the competition and financial independence from the government, new paradigm of globalized education, and others (Bryson, J.M., 2011). Therefore, we could hardly define its personality in one element, such as low cost provider or differentiator. We would be more correct to relate most elements as classed by Sherman (Sherman, H., Rowley, D. J., & Armandi, B. R., 2007). CU, in the six months restructuring plan, would perhaps be a low cost provider by power and electricity saving, and reduction of redundancy in the future employment plan. It would be a differentiator in its express commitment and by referring to the ideal of competitive-edge college education through the process. They also showed the personality to explore and pursue greater effect by selectively applying both strategies in the segments and sectors of restructuring (Rothaemel, F., 2012). For example, merger and acquisition (M&A) of several departments are notable ways to form the restructuring strategy which were approached in two folds, to say, the cost-benefit analysis and strategic uniqueness of quality even assuming the higher expenses. A strategic personality surrounding the restructuring plan also may be viewed in terms of the market approach as illustrated by Sherman (Sherman, et. al, 2007). CU, in this paradigm, can generally be seen as prospector, defender, and adaptor, but would be less suited if we put it as analyzer or reactor. It actually carved out a definite form of restructuring plan against the turfs and oppositions from a group of professors. The plan counted on the forecast of strategic assessors in the planning team, and contained aspects of defensive measure to confront the challenge of near future. They had been adaptive, but never waited for the prospector to create the market nor lacked a realistic strategic plan.

For the pre-planning process and in preparation for the SWOT analysis, we take some more about the internal process as an organizational characteristic of CU, which probably would interplay with the SWOT elements. A main attribute of internal process is found in the fact that the personnel resources of CU are vastly liberal and highly educated. The faculty members and university staffs are experts in their field and an highly knowledgeable group about the challenges and effective strategies. They often respect the ideals of free expression, and cherish the unabridged exchange of ideas, effective communication and free flow of views or opinions. A public forum often is favored to settle the issues and disputes, and the course of debate is routine to resolve the university agenda. Some worse in the effective planning or concept of stratagem, they often would not buy the primacy of efficiency, but stress more eagerly the importance of justice and democratic virtues. In reality, it is interesting that the faculty members of B-school often provide an expert opinion of organizational reform, and actually one distinct point we can encounter in the university organizations. However, it is also ironic that the past administration of CU, in 2011,

employed a professional consulting firm in arranging the strategic plan for the future. This implies that they primarily serve academically and just play a role to mediate the consulting contract between the firms and universities. Other aspect noteworthy is that the internal process could be highly influenced by the community of region, the CU Faculty Board (CUFB), and the CU Student Association (CUSA). Every agenda of campus determined by the formal line of administration should process with the assessment and advice of CUFB in the preliminary context of review. CUFB is a unique body which is powerful to affect the final outcome of policy controversies. Other universities in Korea have this kind of associations, but often operate in the limited ambit to boost the unity and fraternity of professors. Beyond this traditional role, CUFB actually is a policy consort for the Chancellor and Commission of Academic Administration (CAA), a formal dyad to lead the campus. The community of region and student association also factor any more than other universities because Gwang-ju is a place of democratic sanctity in Korea. Under the background of democratic struggle and the tradition of opposing party since 1980's, their ethos and policy position are never negligible despite the absence of any official means to intervene.

### *On the Leadership Style and Structure*

A leadership style of CU may be said more correctly that the transformational leaders have long contributed to the development of campus to be nationally renowned in the southern Korea. As of the nature of university-level educational institutions, the vision sharing, motivation of followers to meet the change needs and challenges, readiness of followers or path-goal strategy, all the kinds of concept attached with the transformational leadership have been placed in primacy. A creativity of professors and the globalized concept of education also required such direction of approach. An effective communication, the concept of followership and participatory leadership are required to share the vision, goals, missions, and issues. Often the leadership highlighted the strategic points of developmental plan in the first of every years, which worked as a point of reference in the purpose of feedback and assessment (Rothaemel, F., 2012). The mission statements often contain a spiritual and qualitative terms, and require a requisite mindset and attitude from the professors and students. A CU chancellor, like those of other universities, behaves as likely a CEO of for-profit firms, and includes his vision and action plans to mobilize the fund and maintain the financial soundness of university. This highly transformational nature of leadership is the point of concern to realize the success of restructuring planning process in this spring. For example, some opposing campaigns could be easily organized by the concerned or affected professors concerning the departmental M&As if any sincerity of planning process or trust among the CU members were not preconditioned.

As CU is the public university in Korea, its organizational structure can be generalized over many aspects in the same line with other cases of university. The decision making authority of campus agenda, issues, and regulations are conferred on the university chancellor and CAA. The executive power of campus is entertained and controlled by the chancellor under the rule of delegation and referral. CAA is the most central organ to determine most serious issues and campus agendas, whose advice is not expected to be overruled by the chancellor. CAA are composed of key university staffs, which cover the vice chancellor, director of academic affairs, director of planning bureau, head of facilities

management, director of student affairs, deans of colleges and schools, and other selected officers. Under the line authority of chancellor, the university administration has a scope of divisions and functional units, such as the Personnel Management, Provision of Teaching Resources and Techniques, CU Press, library support, International Cooperation Team, and many others. Therefore, we can view the organizational structure as mostly functional and divisional in the classification of Sherman (Sherman et al., 2007). It is hardly the simple structure since most units are intensely specialized and manage a distinct responsibility in the scheme of collaboration, coordination and cooperation (Bryson, J.M., 2011). As their work role is specialized, semi-autonomous units are pluralistic, but division managers rather implement the strategic plans than create them since the task often is administrative and clerical. Therefore, the Vice Chancellor, as an overseeing officer, generally coordinates and controls the activities and provides a basic service for the divisions. CU also groups similar or related occupational specialties together to address the administrative needs (Sherman et al., 2007). Each unit and branch operates in the chain of command about the information flows and in the context of decision making. Power and authority reside in each functional division, and the level of specialization is generally flat due to the simplicity and generality of tasks. Therefore, the key bureaus and planning team of main administration, particularly the role of Vice Chancellor, seems any more important in the strategic planning process.

### ***A Concluding Remark***

To our attention, we need to consider the network structure to understand some orthodoxy of CU in connection with the strategic planning process (2007). As mentioned earlier, CU has the main quality as massively open and interconnected with the community of region and student powers. The power and influence of CU alumni also tend to be any higher than other universities. These groups are important in terms of the organizational structure and culture since its tradition and democratic legacy had been spearheaded as well as enriched by their engagement. Although they lack the ways to formalize their opinion into the official decision of campus, the decision making authority of CU often respect their views. So the structure of CU, in some sense, has the loose form of network structure to interact, collaborate and coordinate. Particularly, these groups are an important variant to develop the culture and passion of CU. They generally share and respect the sacrifice, compassion, legacy of democratic movement since the independence of nation in 1945, and through the hard years of militaristic dictatorship in 1980. Gwang-ju is a city with the long tradition of opposing party, which struggled and mobilized the campaigns of democratic restoration. It is the hometown for the only Korean Nobelist, Dae-jung Kim, who also served as the president of South Korea during 1997-2002. This distinct aspect to concern the structure and culture of organization obviously factors no less importantly than other points of strategic personality of CU.

### **The Importance of SWOT Analysis**

SWOT analysis has long popularized for the planners in exploring the strategic planning process. Developing the strategy, ten steps of checking and meditating work would reveal the points of organizational current toward the desired place of future organization (Roth, B. N., & Washburn, S. A., 1999). In the process of checking and meditating, the planners seriously consider and evaluate the strengths and weaknesses of his or her organization as well as

competitors. The threats and opportunities also are required to be investigated, and can create the summary of characteristics in the kind of diagram or chart in simple and concise items of information. As along with other steps, the information diagram provides the basis to find the strategic issues and strategies, and operates, in reference, to produce a final form of strategic plan. The strategic plan then recycles, in pattern, through the planning, implementing, and analyzing (1999). Given the change of environment or change demands, the planners reconsider the internal and external environment, and also revise the process by formulating a new evaluation of SWOT elements as well as strategic issues and strategies.

In processing the SWOT analysis, Bryson shows the basic use of simple systems model concerning the internal organizational assessment by identifying traditional elements of input, process and output (Bryson, J.M., 2011). Input means resources whereas the process refers to present strategy and output covers performance. As guided, they work in a large scope of organizational studies as the categories on which any effective management systems could be established (2011). In developing a strategic plan, the assessment of external factors are critically important that the internal factors alone are meaningless to create the constructive and interactive framework of strategic plan. For discussion purpose, I later consider two classes of external factors which are general for the contemporary organizations on one hand, and also are particular to each organization working on the strategic planning process. Bryson succinctly illustrated ten aspects of generic change in the current world, which, I view, are pertinent to almost all scope of contemporary organizations (2011). For example, the social and organizational complexity is notorious with which organizations and their workers are facing. Now the revolutionary ages are improper to denote the environment with which we are struggling, but the transitions with continuity are vast to make our sense. This aspect is much owed to the political and economic stability, but from the remarked advent of technology and science. A diversity in workforce and clientele, as well as the reform and redirection of government and increased interaction among the public, could also be one of touching change to characterize the nowadays of organizational environment (2011). The information technology and increased concept or belief system of civic republicanism can explain some of this paradigm change.

A neo-liberalization pursued in recent decades would be one factor to redirect the government and increased interaction. Bryson also guides a gist of guidelines that the planners keep up with his assessment work (2011). For example, it would be helpful and can be a workable maxim that the simpler would likely to be better. I also see it any logical and most basic ways to start the SWOT analysis by preceding the external factors before the assessment of internal factors. Hence, his words come sensible, " *Always try, if possible, to get a strategic planning team to consider what is going on outside the organization before it considers what is going on inside*" (p. 182). The planners also need to play the role as the finders of strategy, and hence its extension is to codify the logic model and value chain of organizations. A SWOT analysis certainly offers the basis to find the strategic issues and strategies to address them.

According to Lee, S.F. et al., SWOT analysis is important to shape the strategic education and training paradigm of Hong Kong vocational institute (Lee, S. F., Lo, K. K., Leung, R. F., & Ko, A. S. O., 2000). Nobody likes to think about the challenges or threats for the organization, however, the planners need to take this bitter work. That is also true about the weaknesses of organization so that the planners always have to keep on some balanced and square coverage about the factors relevant with the organizational life cycling. The balanced



scorecard, as well as the educational diagnosis from the National Education Quality Award would plainly exhibit this context (Lee et al., 2000). In the latter case, you can be available of a scope of factors as matter with the quality assessment of educational institution. The concept of wizardry of SWOT result would facilitate the overall assessment of organizational strategic direction since it epitomizes a loaded journey of SWOT analysis in some simple frames. Their classes, maxi/maxi, maxi/mini, mini/maxi and mini/mini, would simply guide to shape the basic strategy of organization (2000).

### **An Illustration of SWOT Analysis with the V 2020.**

Let me brief on the environmental challenge, which is dominant not only for the Chosun University, but also for most of contemporary organizations. So it may be termed a generic class as challenge or threat, as included in ten items from Bryson (Bryson, J.M., 2011). Transitions with continuity and less of revolutionary shift seem pertinent to the CU case. I also see that most organizations likely strive under this paradigm and concept besides any extreme and relatively few cases. In Korea, solo businesses have exhibited the rise and fall cycle in speedier turns which could be revolutionary. But most of mid or big size firms would be eclectic and adaptive for continuous and evolutionary exert to survive. For example, MacDonald would hardly be conceivable to overhaul their business at one point of time, or switch their main business for hotel service. CU once explored to sell the university to the city government three years ago, hence, can be viewed to explore the chance of revolutionary identity change for some organizational development. That could not be realized because of its tradition, legacy, and long endured brand image of university. The factors raised an intense opposition of stakeholders, i.e., alumni, local parents, concerned people, and some of faculty members.

Transitions with continuity relevant with CU V2020 can be found more specifically with the decline of youths generation over the span of twenty years. V2020 plan contains the trend of decline from 2012 through 2030. In its impact, the admission rate in CU would get lower from 27 % to 90% in 2030 where the number of applicants diminishes at 5,333 in 2030. This is in sharp contrast that the number was totaled at 37,692 in 2012. This pessimistic prospect may boost the vigor to attempt on the critical or revolutionary measure for the planners and leadership. However, it would be a wiser planner to persuade the members and mobilize their support as well as followership. An innovation and restructuring plan of CU, named V2020, would be visionary as the roadmap and point of continual reference for the faculty members and CU families. Transitions in continuity may be thought with the health care of an individual. The word, revolutionary, implies a “critical or emergent,” and in many cases, is conducive with the death of natural being. A large scope of patients, however, are not on that context, and further, the legal personality of organization may endure millions year of life if the planners and leadership work wisely. The medical doctors and planners may perform as same to save the two types of lives on prudence and wisdom. I also suppose that this is the point to draw the contrast between the organizer of suicide club and strategic planners. The planners may get into a worse prospect in terms of SWOT analysis, and should be an objective evaluator, but never easily forego the chance to life of organization or dismiss its strengths behind an entropy or decrease . They begin their work as likely seen in the murmuring of Hamlet, “To be or not to be, that is the question.” They undertake the work of assessment to diagnose the environment and organization, and might stand on the critical crossroad like Hamlet about the organization. However, they often find the strategic ways to be rather than not to be. And their findings and strategies often

are scientific and objective to overcome the challenges or to merit the organizational development if the leaders and followers could keep up with their roadmap (Laureate Education Inc., 2013).

I also think about the quasi-privatization shift in the public education of Korea. The Korean government, over the past years, repeatedly emphasized the competitiveness of colleges and universities, and monitors its management on the financial terms and standard of quality education. This policy drive, of course, has been to rationalize the *lassiez faire* context of university education and its serious consequence on the parents, students, and national quality of education. In V2020, this factor is considered as any worse threat, and should be a principal motivator to initiate the strategic planning process.

### **Conducting the SWOT Analysis**

Chosun University (CU) is the higher education facilities, which is a non-profit organization and has the goal of teaching and research. Their function is to educate the college students and produce a scholarly work to serve the public. CU is a private university, and keenly affiliated with local community. An academic strength is modest, and it is large to have more than 900 instructors and full time professors. On September 9, 1946, 72,000 citizens gathered to establish the first private university in the Chun Nam Area. Gwang-ju Evening Academy, a predecessor of CU, was authorized and on September 29 of that year, it opened its wide door of education to the public. CU, which has a proud historical background and university ideals, has led the university innovation and today continues its vigorous efforts to meet the global standards of university. CU, located in southern part of Korea, is a private institution, and regionally competes with the Chon Nam University. For the change of environment, it now plans on the strategic plan, as titled V 2020.

### ***Two Aspects of External Factors***

In the SWOT analysis, the opportunities and threats account for the external environment, and the strengths and weaknesses are found in terms of internal factors (Bryson, J.M., 2011). According to Lee, S.F. et al, there are several tools to SF framework for the vocational training institute of Hong Kong (Lee, S. F., Lo, K. K., Leung, R. F., & Ko, A. S. O., 2000). They are helpful given the organization of final project is higher educational institution. Particularly, the Malcolm Baldrige National Quality Award method would come close since it concerns key factors highly relevant to assess the educational institution, i.e., leadership, strategic planning, student and stakeholder focus, staff focus, and so (2000). The balanced scorecard developed by Norton & Kaplan also seems useful to deal with four scores of important organizational aspect, which are financial goals, customer perspective, internal process and learning and growth. With all this foregoing understanding, I attempt to address the assignment inquiry about the points of four SWOT elements concerning CU (2000).

The opportunities of CU can be in two folds. First, the globalization and development of information technology are geared toward the intensity of nation and local community, as well as

the extension of oversea interchange and diversify or develop a scope of campus activities and performance. CU is the local university as geographically distinct and functionally insulated to some extent from the core of Korean politics and economy. When Korea was underdeveloped, this factor is crucial to class the regional universities as underprivileged from various resources and policy availabilities. Often caliber of scholars and students did not prefer to serve or attend the university, and updated scholarly product or key information may procrastinate to be made ready for use of university personnel. Now the local community has advanced to the same level of core universities in Seoul in square aspects of the university forms and function. Most cohorts of faculty members in the colleges and departments are virtually congruent in qualification and professional competence. Most of e-resources are provided at the same extent with the core universities. The students also are more qualified from the previous decades, in their intellectual elements and mindset or attitude to learn and improve themselves. The globalization and technological development seem to promote the collegiality of nationwide society certainly being a factor to bring opportunities for CU. Now the ratio of foreign faculty members and students also increased recently. One notable example can be found in the massive renovation of the Foreign Language Institute and Global House in the campus. The teaching laboratory of Korean language is useful for the foreign students who wish to learn. The research projects selected and funded by the Korean government have increased at a steady pace. All these achievements contribute to the national fame of university, and certainly could be an opportunity for the planners' viewpoint.

Other opportunity is laid in the increased network and collaborative nature of local community (Laureate Education Inc., 2013). National development strategies often stressed by the government focused on the local core for alleviation of the problems arising from the dense populace and clustered industries of Seoul, as well as for the fair opportunity and balanced development between the capital and major national localities. Owing to the reform of constitution in 1987 and subsequent decentralized form of local autonomy, people now are aware that the local epoch can be sung for major regions. Gwanju is certain to fall within the class of those regions, and one example may be the successful construction and prosperity of Gwangyang international port near Gwang-ju. It is the center to exchange an extent of economic and cultural cooperation with rising China and other adjacent countries. We can see this tendency that CU has increased a number of foreign students from China and south east Asian countries. The academic conferences in this initiative also frequent as the key of campus event. Of course, this transformation is led by the local government, which means a structural strategy by fortifying the increased network and collaboration of local community. It is also reminded that the international ties of Gwang-ju has surfaced as one of popularities in the world. 2015 Universiade and 2018 World Swimming Competition will be held in this city.

Let me also further on two aspects of CU environment as threats in the purpose of SWOT analysis. The first point can be drawn from the decline of youths generation in the local

community, which is serious to satisfy the legal quota achieved in every effort of previous administration. This factor could seriously debase the potential income source of university, and could virtually paralyze the financial capabilities of CU. Given the still high preference of parents or students for the colleges and universities in Seoul, a limited improvement to attract high school graduates by various means and efforts could seem hardly curb the essence of threats. The brief statistics is shown below.

**(Table: Youths Generation and Number of Applicants/Acceptance Rate)**

Year	Y.Gen.(18 years old)	Local High School Graduates	Seoul Area		C=(A-B)	Chon Nam Univ.(D)		E=C-D		Other Area (F)	H=E-F-G	
			Move (no.)	M. ratio	Room 1	Quota	M. ratio	Room 2		Room 3	No. Appl.	Accept. Rate
2012	48,344	465,76	5,611	12%	41,152	3,460	7%	37,692	81%	1403	17,736	3.7
2020	35,659	34,523	5,611	13%	28,912	3,460	10%	25,452	74%	1036	10,719	2.2
2030	25,978	25,128	5,611	22%	19,517	3,460	14%	16,057	64%	754	5,333	1.1

The second point of threat arises from the change of governmental policy, which purports to restructure the paradigm of university education. The change initiative may be seen partly as similar to the privatization drive of public enterprises. The government now requires more extent of financial independence, and planned on the workout scheme of worse quality institutions or seriously flawed universities in the financial terms. The government annually publishes the list of workout universities and class of financial limitation from the government. The tuition income typically has explained over 70 % of total source for CU, which is combined to impose the serious extent of challenge in the near future.

### ***Two Aspects of Internal Factors***

For the next step of internal assessment, we are required to investigate the strengths and weakness of CU (Bryson, J.M., 2011). In the first, we can properly draw upon its tradition, legacy, compassion, and high support of local community. One commentator predicts eloquently, “CU is the living legacy for the democracy and nationalism of Korea.” Others also agree that CU is deeply rooted on and has had an embedded relationship with the concerned group and intellectuals. On this ground, it would not easily collapse from any serious challenges or threats. It is one of oldest universities in Korea, and has sallied forward through the harsh decades of suppressive government and prejudice from the mainstream of Korean power class. A tradition of democracy and civil disobedience had been strong, but finally witnessed Dae-jung Kim, in support of CU, CNU, and local community, to become a president in 1998. That proves the strains and persistence that CU can utilize to overcome the challenges of new millennium. In

almost all incidents of key profile, the support of local community to inspire and collaborate has enabled to survive the university (Laureate Education Inc., 2013). Other point of strengths is participatory leadership, and democratic process of decision making. CU leaders have been chosen from the campus ballot except for few cases in earlier years. Thus the leadership often would be effective to mobilize the change process from the workforce of faculty members and staffs, and students' support. The faculty board (CUFB) has effectively seconded an official line of campus hierarchy by filing a helpful opinion and tactics for the developmental paradigm of CU although it assumes the role to represent the interest of faculty members. This context of internal process implies that the strategic plan, once agreed on the wider basis of campus community, would find virtually no obstacles to implement through its success.

In contrast, the weaknesses of CU are present also in two aspects. The nature and quality of faculty members are largely resilient and negative for the drastic change and less supportive of business concept concerning the campus strategic plan. A conservative ethos and high adherence on the democratic process generally militate against the strategic restricting and change initiative. In the progress, CU faculty members often raise a legitimacy question of leadership, and criticism prevails the context of strategic planning. It tends to serve procrastinating an effective planning and implementation. Other weakness comes from the Board of CU, which has been chronicled over the past thirty years. The Board of CU is the final authority to decide university issues, controversies and key agendas. Earlier since 1981, the board members of CU have been appointed by the government on the statutory ground. Therefore, its nature actually is temporary and organized in the requirement for corresponding to the emergency of university. This temporary arrangement has continued to figure in the decision making process of CU. Before the years, Cheol-wong Park and his family actually derogated the governance of CU for long decades in some charismatic influence and dominance on the basis that they are any unique founder for CU. This position controverts from the current understanding of CU founding, and the dispute as well as conflict brought an intervention of government. Now CU aspires to restore the normal pattern of board governance, but it has yet to be resolved. In many sites of campus, the placards and shingles now are placed with the hate speech and fighting words in ways to emphasize more concerned and faithful board members. The campus vigor and harmony had been abridged, and this context of controversial CU board sheerly is a weakness to vitiate the strategic planning.

### ***Summary about the SWOT Analysis***

The planners have long utilized SWOT analysis as a step for the formulation of strategic plan. Roth & Washburn allowed us a concise form of developing the strategy, by illustrating ten steps (Roth, B. N., & Washburn, S. A., 1999). They consider the importance of SWOT analysis that the planners seriously consider and evaluate the strengths and weaknesses of organization as well as those of competitors. Their case examples about two business consulting firms located in east region of US shows how the SWOT analysis leads a bright-line understanding of the crucial factors in formulating the strategic plans. The threats and opportunities are required to be

investigated, and the planners may produce the summary of characteristics in figures or charts, and also could get better off by framing the simpler form of information. This corresponds with the precept of Bryson that simpler could mostly better in the strategic planning process. The summary of SWOT analysis then could provide the basis for the following process, such as identifying the strategic issues and so on, and thus constitute an important part of whole process. A final form of strategic plan would recycle until a new plan rises to be necessary as responding to the fundamental change of environment. Unless otherwise, it would repeat the cycle of implementing and analyzing (1999).

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## **V. The Strategic Issues**

### **Strategic Issues and Its Use**

An Identification of strategic issues often operates as a cornerstone toward the final form of strategic plan, and shapes its major profile or direction the organizations head forward in the couple of years ahead. It includes the elements to create the public value which organizations may thrive on, interact to produce, and purge to adhere with in ideals and actuality. The public value, as we are aware, is a plenary concept pivotal both for for-profit organizations and nonprofit organizations. If worse of this, for-profit organizations have to suffer in the market, and could yield a worse reputation of their products. The lack of public value, for them would be a principal source of diminished profit and less sales performance. For the non-profit organizations, the public value could increase the productivity of organizational performance, hence, their goals of social change or public devotion could be facilitated. Going in the contrary may get the organizations detracted or less active. Therefore, we can see it necessary three thousands of downtown church in Minneapolis, Minnesota and the Loft to develop the strategic plan (Bryson, J.M., 2011). Many health care organizations also operate a charter plan to orient their workforce to the kind of idealistic mission, goals, and vision desired by it (Strategic Issue Identification Worksheet, 2013). The public education institutions also utilize the developmental plan to trigger mid or long-term challenges and strategies.

A most typical and comprehensive rate of state strategic plan perhaps could be found in the socialist states since they stand on the national economy of central planning. A duality between the small and large governments in the liberalistic paradigm of state may have a bearing with the extent of strategic planning process. However, it is paradoxical if the small government and state of deregulation initiative may have to undertake any harder and bottom up exertion to diminish its intervention. They may have to identify a scope of strategic issues to assess the unnecessary laws and regulations, command the restructuring plans against redundancy, privatize the nation-owned industries, rationalize the national businesses, and so. In the past election, the candidate, Romney, perhaps could have a larger press kit or campaign package of policy promise, who is conservative and champions a small government. In this sense, he or his republican party would be more properly a planner or the kind of progressives keeping on the strategic planning process.

### **On the Ways to Explore**

Then how this omnipresent practice of strategic planning should be approached? As said, an identification of strategic issues would be central as placed perhaps in the mid of whole planning process. A process design to identify the strategic issues can show some, and it is useful to refer to Bryson's eight basics about the ways of approach (Bryson, J.M., 2011). In the process, the planning team plays an important role, and would not be incorrect to state that they may be a living creator, biological specimen, and literary artist to taste, assess, evaluate, discuss and consult, and catching-work on worded issues. They are required, however, to ground on the objective and scientific data and results of stakeholder analysis. They also fundamentally keep on the initial agreements among the stakeholders, but offer a technocrat leadership from the expertise and experiences. The planning team may effectively work on a suitable number of

planners, which could vary with the nature of planning process. Often four or five planners would work out. Their ways of interaction and mode of exchanging the ideas need be designed carefully to yield an efficiency and better picture of key issues. Bryson also addressed this issue to help us out (2011). For example, the time to retreat and discussion meetings should be set up. Sense of humor, acknowledging an emotion as well as good-humored mutual solitude would vitalize against the tension and conflict (2011). They are key persons to direct the two or three years of organizational activities, but play under the leadership or related with the operation system, network, resources, stakeholders and other organizational members. Hence the work may get tightly clogged, but also open to the larger environment or emergency measure of top managers. One illustration may be found in Ground Zero which the organizational theorists view to alter the existing context of leadership, hence, needless to say the strategic planning itself. They see it plainly better to quit at that incident and just to speculate on the aftermath.

### *What is this organization?*

In view of the selection of suited approach, it would be necessary to brief on the nature of organization. I like to epitomize a small of characteristics I suppose pertinent to work on the selection work. That would either be general, or specific to CU Law.

### **(Description Box)**

I.	CU Law is a part of educational institution, and delivers a mission to educate and research. CU Law generally has a same line of organizational goals with CU, which is to produce the caliber of graduates and research outcomes to serve the public. The status of CU Law is generally respected within the campus, and has accomplished much success since the university was founded. CU Law, however, experienced a critical failure in its law school bidding project in 2007, but could manage by responding to the local demand of pre-law concept of education. It now continues to sustain, and, in some understanding, bewilders to prosper between the sixty past form of departments and new forty law schools. A public perspective of new law school system was not definitely welcomed from Korean people at large. A criticism from the public and on not so good aspect of law school management has been occasioned. In contrast, the law departments unite to struggle in the hope to preserve the system of judicial exam as well as to exploit any adapted mode of developmental strategies. CU Law is one of leading departments in this struggle, and also plans to develop by merging the department of police science. A merger plan was prepared in the bargain with the CU planning team, and finally approved. This incident shows the interdependency of CU and CU Law in pursuing the developmental goals.
II.	The key resources of CU Law would be the faculty members and law students. This means that the organizational performance is placed in the vast context of inner activities and intelligent, perhaps quasi-spiritual, exchange for, partly commercial or in trade concept, but largely in the learning or breeding and growing context, the worth of pastimes. Hence, they may be hypocritic in some aspect, but generally most private and touching on the personhood of student customers. The faculty members are considered key engineers of organization likely the board of small-size firms, and actually key players who should be responsible for the developmental plan. They seem likely a quasi-minister since they are independent and often like to act as an authority of their field to influence and tend to have the kind of selfdom not easily socialized. They also seem likely a government minister, as an expert on their specialization, who like to realize his theory in the secular world and intellectually govern his or her students to persuade and affect. This distinct aspect of university or law faculty also is related with the better selection of issue finding approaches.



*What Are the Most and Least Favorable Approach?*

The Goal approach seems to fit within the current status of CU Law principally because it is mostly clarified due to the two times impact of bidding failure and merger of police science department. While the law school project is never an ending goal in reflection of its legacy and regional primacy in the law education. Other available goals probably could not compete, and some more Socratic or exploitative nature of approach, for example, direct or indirect approach and vision of success approach would cost an unnecessary expense of time and efforts (Free Management Library, 2013). This kind of ultimatum seems largely be shared by twenty law professors, and other approaches may work to merely militate against the uniform and efficient collaboration particularly since the more engagement or prolonged interaction of planners could tend to form a bubble or contention, divergence and mere unproductive controversies (Laureate Education Inc., 2013). Though they are precious and source of respectable ideas, they are generally not an expert of public administration. They are complicated and may, if in worse condition, be discrete or insulated toward their own self-dom.

They are generally persistent and less compromised for the overall goals of organization. This aspect is not nugatory given the political decision making are to be made by the quorum of whole faculty members. The planning team may work by four or five professors, but actually is conditioned on the approval of law faculty. Hence, the tension or conflict may arise in higher chances that the special outside consultant can do good to guide and advice. Given their quasi-spiritual nature, vision of success approach may be viewed to effect as in the case of Minneapolis churches. However, it also seems costly under the above stated circumstances. Unlike the church case, the ways of organizational performance is more standardized and does not permit an irregular pattern of service delivery. Most aspects are generalized except for the specialization initiative of department. It is more likely to be a kind of Roman armies pursuing the national standard and uniform laws. This point generally would be weaker in the context of churches, and the planners of religious institution have a more leeway in shaping the developmental plan. One point in other light, however, may be a soft option for the specialization of law department, but widely pursued by national law schools to comply with the requirement of government. CU Law has chosen the field of “law and culture” as a strategic focus of development, and previously established the research center in that name. On this vision, the faculty members have not argued and followership was in the high tone. In this aspect, the change demand seems not present at this point of time, hence, the vision of success approach also tends to draw back. The merger decision of police science in this spring as reassigned into the college of law also plainly corroborates with the CU Law’s long pursuit for a successful paralegal education (Free Management Library, 2013). Hence the goal of CU Law may be seen not definite in terms of the identification of strategic issues, but I consider that it can submit with the generic picture of strategic issues being largely agreed. On this ground, the goal approach is recommendable, and other approaches, for example, the vision of success mode, may come in redundancy or misdirection and unnecessary detour from a facile process of this small organization.

**Identifying Strategic Issues**

CU Law has undergone the competition of law school bidding from 2005 through 2007. Virtually over 90 law departments across the nation participated to obtain a government approval for the three-years graduate basis of legal education. Now the system was changed that only the graduates from new law schools could be eligible to sit in the National Bar Exam (new form of Judicial Exam). Only 40 law departments successfully switched their organizational form into the class of new law schools, and CU Law surprisingly failed the bidding. It, thereafter, has managed a prior form of law department, and continued its mission to breed the local students. CU Law, however, is a strong institution with the legacy and tradition. Amid the rich tradition and former lesson as well as the present circumstances, CU Law now hypothetically explores the strategic plan for its stability and advancement.

### *A General Comment on the Approaches to Identify*

An identification of strategic issues is the central point in the whole process of strategic planning (Bryson, J.M., 2011). The process often would recycle from the retreat to mediate, assess, discuss, as well as exchange of the ideas and again the mid nature of proposal in the next meeting. This cycle would repeat to reach the final agreement on strategic issues among various parties involved. Particularly, the planning team would work importantly as a task force as well as technical support. The strategic issues need to be distinguished from operational ones, and the mid nature of issues, classed as “operational and strategic” by Bryson, can be unraveled through the process (2011). For example, the identified issues would tend to be strategic if it can be placed on the desk of CEOs than lower ranks of hierarchy. If the issues involve a massive renovation of organizational facility, it would rather be strategic than operational. If the plan is foresighted for two or three years ahead, that would not be seen merely operational, but can possess the quality of strategic plan. In this way, he articulated a list of check points to make them generally distinctive. According to Bryson, the identification of strategic issues is the process to highlight the fundamental challenges in purpose to address by framing and implementing the strategies and action plans (2011). It would compose the central piece of strategic plan, and communicate the organizational members as a “shared script” for both leaders and followers as well as stakeholders. That has to be implemented as planned and in best effective way unless otherwise detailed. In order to ensure an implementation, Bryson also instructed on the practical points to keep up with (2011). For example, outside evaluator or mentor can be utilized to assess and advise on the performance. In approaching the identification of strategic issues, Bryson also exposed the essence of eight ways, which include, among others, the direct, goal-oriented, issue tension, action-oriented ones. In the process, the work style and social aspect of planning team likely factor to produce, more persuasive and yielding, hence, a better picture of strategic issues.

A learning from Bryson above guides to find the better ways of approach in identifying the strategic issues of CU Law Development Plan 2013-2015 (CULDP) (2011). For example, I applied a litmus test of strategic issues from the operational ones to refine a variety of problems CU Law faces. I recognized the importance of planning team in the process, and stressed them to keep it light. I strongly advised them to keep the sense of humor and to acknowledging emotion as well as good humored mutual solitude, which consist of five young law faculty members. From the exchange of ideas, they are deeply aware that the competent planners focus on issues, not answers to perform better in the identification process. In foregrounding the context of implementation, it was considered useful to select in advance an outside superintendent, of

course, not of standing nature, but generally of strong background in this domain. One point of lesson hints that the issues would be better and more workable if concrete and tangible. Thus the issue should be phrased as a question that the organization can do something about. It also should be phrased as a challenge that has more than one solution (2011). With these conditions being met, the issues identified could truly be workable, struggled to resolve, and of selective nature in contention and amidst any multiple options. Issues with one solution is not a genuine issue, but merely a determined pathway to keep up with if those are pivotal to the vitality and success of organization. If the organization can have no ways to address, the issues would not be actionable.

### *Some Approaches More Useful*

In view of CULDP, the goal approach, issue tension approach and action- oriented approach would do work as better suited to the organization (Strategic Issue Identification Worksheet, 2013). In comparatively weighing in, the vision of success approach and systems approach would be less operative since the organization is relatively small and nonprofit as well as standing on the track of expertise and sanctity of educational mission. For example, the CEOs, university president, and key governmental offices may be selected from the pool of candidates in some screening process. Hence they may bring a planned vision concerning the developmental paradigm and key points of leadership action. However, CU Law has only twenty faculty members and just 800 law students in totality. In the last years, the method to select the Dean changed to adopt a ballot system among the faculty members. Hence, some of candidates presented his vision of college development and specific policy priorities. However, the scheme often has been routine and of regular nature from the prospective Deans' speech. As the work division is vastly on the condition of each professor's major, the organizational system is less critical to address the developmental needs. CU Law has two full-time administrative staffs with several graduate assistants and part-time workers. In the strategic change process, the administrative feasibility often is not a serious factor since the work is simple, easy and mechanic. Provided if more support is necessary, it is less problematic since the main university administration has a plenary way to adjust and reorganize the administrative workforce. This aspect was commented above, which involves the symbiotic relationship between CU and CU Law.

The Goal approach would be more useful as combined with the issue tension and action-oriented approach since CU Law has a clear mission about the quality education of law and research (Bryson, J.M., 2011). When the national mode of legal education has transformed, CU Law experienced a bitter failure of law school project in 2007. Now 40 successful law schools and over 60 law departments failed previously or unmoved to stay during 2005-2007, exhibit a split in stark difference. Therefore the goal and direction of CU Law is clear to facilitate the use of three ways of approach. The goals, issues and actions of CU are to be networked and affiliated keenly with the overall university development plan since they are commonly education-oriented while the collaboration, cooperation and coordination are required through the process.

### *Two Strategic Issues Identified*

For the CULDP, two strategic issues can be framed, among others, to develop and strengthen its status (Free Management Library, 2013). A first issue involves how we can maintain the past performance as the producer of national and local elites for the legal and paralegal professions. As the prospect to enter the class of law schools (new graduate mode) is not certain, the vitality of CULDP may lie in exploiting the national system of temporal nature and sustained focus on the paralegal education. The national police, court administration and prosecution offices are an aspired opportunity for the parents and students. Hence the current support system at the college level needs to be reinstated, and in some aspect more intensified to boost the minded students in pursuit of their independent study for the national exams (2013). The financial support has steadily increased and been embedded to subsidize them on the merit-based assessment. A dormitory was finely zoned with the large amount of giving by the local businessman, named K.H. Hwang. According to the national reform of law schools, the judicial exam, some traditional method in the role of bar examination, would continue to be administered, but in annual decline of pass quota. It would finally end in 2018. However, the hostile reaction of national law departments are strong in ways. They created the independent association of law departments countering that of law schools. They held a public forum under the auspice of national congress in this July, in which they argued a scope of cause and rationale for the continuance of judicial exam. In this endeavor, they now mobilize the subscription of law professors with their signature, which purports to petition for a statutory revision. Given the primary mission of law schools and departments being to breed the lawyers, this aspect of development is the strategically important variant on which CU Law gets better to collaborate and cooperate (Laureate Education Inc., 2013).

The next issue would concern how to effectively recycle the law school project for the future chances in entering the class of law schools. The government standard is generally competitive since the Korean Bar Association lodged a high interest in the small number of new attorneys. They tend to not expand the current class to fifty or sixty of law schools in number. Rather they likely exercise their statutory authority of monitor and supervision in some intense and less generous ways. This aspect often buys the grievances and contention from the current law schools. It is because this context leads to the stern assessment and evaluation of current law schools. A tension is high in multiple ways among the government, bar association, law schools and law departments. In slim possibilities, some law schools may fail to satisfy the standard of government and falter to become a dropout. A more feasible scenario would be from the political decision triggering the radical reform of increased law schools and prospective attorneys. That is probable given the shift of governing party in 2012 and floor level voices of law educators for the need of more attorneys. For them, it is an essential prerequisite for the quality legal service in Korea. Given the issues identified, the strategies could be scoped to cover the recruitment of female professors, increase of total number of law faculty, focused collaboration for the legal research and departmental support for the judicial examinees, and so.

### ***Conclusion***

In surmise of CULDP, it would be workable and effective to link constructively with the holistic picture of CU about the challenges and opportunities as well as the vitality or success of it (Free Management Library, 2013). For the strategy finders for both dimension, the understanding is crucial that CU Law and CU are interwoven in any fundamental basis for the

collaboration, cooperation, and coordination (Laureate Education Inc., 2013). Of course, that context also is true with other colleges and departments that the university announced a more independence, autonomy, and responsibility on each department and college in terms of developmental engineering. CU Law is one of proud colleges within the campus, which has long maintained a high profile in the region and as the local center of elite education of law. CU Law is an alma mater of many influential figures of the nation and region, which fostered the national and local congressmen, high-ranked police officers, jurors, mayors and CEOs. A closure of this department injures the tradition, reputation, local support of CU Law and CU. They are, therefore, symbiotic to progress, transform, and develop.

### **Some of Strategic Issues**

Over the process during the two months of retreat and follow up meetings, the planning team has reached to identify the strategic issues in the key dyad of objective. The issues have two main objectives to maintain the prestige and national awareness of CU Law as a pre-law institution and to increase the competence and quality in the purpose of entering the class of law school. Among others, I like to list up four main issues, which would be followed by some of strategies to address the challenges.

- CU Law increase the cooperation with closely related disciplines practically impacting to produce paralegals
- CU Law focused its efforts to intake the quality high school graduates
- CU Law will be a proactive member to collaborate, cooperate and support with the Association of National Law Departments
- CU Law will invest its resources and improve the preparation of governmental requirement on the continued basis to pursue the success of law school project.

### **Process Strategies and Content Strategies**

Let me briefly describe some of strategies for the discussion purpose. Before we advance, it is helpful to understand the concept of strategies in the whole planning process. I suppose there are two aspects in applying the concept, which involves the “process strategies” and “content ones” to address the identified strategic issues. In view of process strategies,” the strategies themselves are the ways chosen among multiple options, which would be considered most effective and efficient to formulate and adopt the final plan. In the normal circumstances, the steps would be separated across the formulation of strategies and their adoption. The adoption phase could differ beyond the confidential and technocrat nature of formulating work, which may, in vast cases, be amenable to the political decision making process. This context would be found in many strategic plans, i.e., local congress about the city developmental plan,

the board of regent concerning the strategic proposal to innovate the current form of college administration, CEOs concerned about the new sales strategies, and so.

In the aspect of process strategies, Bryson guided several elements to help shaping a reasonable, professional and sound stream of process for formulating and adopting the strategies (Bryson, J.M., 2011). The planners have to deliberate and be scrupulous to formulate the content strategies in every endeavor of his competence, they should be open-minded, accommodating, perfected but reflexive, and relaxed but upstaged to the adoption step. In formulating the best possible strategies, Bryson suggested the five steps often useful to marshal the process in order and productive (2011). We can also practice two major approaches including the five step process and action-oriented strategies mapping approach. The plan adoption may involve a competing strategies or vision approach for the higher decision makers as in Minneapolis Park (2011). A process to formulate the strategies could be the “art of progress,” which may be presented in a simple form of diagrams or charts, but in reliance of, perhaps, the massive of preceding work, i.e., the stakeholder analysis and identification of goals or issues. A logical incrementalism, therefore, would be the prime way to formulate them, but the adoption may occur to realize a “big win.”

The process of adoption, on the other, would be a “window of opportunity” to get resilient or modified, improved, and in some worst cases, dropped out from the formal adoption(2011). The strategic planning process, however, is not one time experience for the specific organization, but continues to be required as a routine practice. Therefore, we have two nature of planning which includes the “formal planning” and “groping for” finding an opportunity and improvement possibilities of organizational performance (2011). In both ones, particularly for the second case, the concept of test piloting, trial and monitor, sustained exploration and so, perhaps would address the status and attitudes of planning team or planners. The planners should not risk the immediate needs or goals in exploring the idealistic, perfect, or so-called grand plan. They may frame a more persuasive and fine picture, though incomprehensive yet to be touching through the core of necessitates and practically achievable desirables.

This never means they entirely renounce the grand goals, yet leaving them to be extended through the end of organization. The IT strategies defined by the British government tend to show this point of complementation and interaction (2011). The case of Minneapolis Park shows an explorative or alternative nature of strategies as likely the kind of brand new cars placed in a show window for the taste of customers and flavoring. Although the car designers do their best to eye-catch or buy in the customers, they perhaps could not be definite until the response feeds back. They may like to release several styles of cars to increase the window of opportunity, but still need to await the political decision making from each buyer. Potential buyers may mind stroll how effective they are to run on the highway or to appeal

their families and friends. This context comes in similar mind process provided if the adopting authority begins to involve an evaluation of strategies. They may say to themselves, “What strategies are to best engineer the organization, appeal the stakeholders and community, and enhance the brand image of it?” The strategies to create a competing visions have a strength not to dismiss wider options for the higher leadership. It may have a weakness if the concentration of planning workforce may diverge or split.

### **Several of CU Law Strategies**

With the check-up of these process strategies, I became able to derive several of “content strategies” to gain the approval of main university administration and the board of regent.

As the prospect of CU Law development is critically dependent on the chance to enter the class of law schools, one strategy is to keep a track of the government requirements and to provide a full-wedge scale of preparation to satisfy them (Birnbaum, B, 2004). This preparatory work may be heard to require an extensive work, resources and budget allocation. However, that actually is not so given the previous record, already complied facilities and faculty resources that may well be considered as a kind of maintenance and repair context of project with minor additions. In entering the adopting step, the planning team will focus on this point and it would be important to get rid of potential bias or prejudice from the Chancellor and key decision makers. This needs to be particularly minded since they often fear from or like to avoid the burden of budget allocation.

This strategy has several action programs including an organization of the record review and suggestion team, employment of female professors, as well as an enhanced network and international profile of CU Law. All these specifics would not be extensive, but to have a bearing of minimal governmental requirements, which would be vital if we still pursue the law school bidding (2004). Hence, this strategy is defensive in nature as if the organizations in both lows (low in the external and internal in SWOT analysis) would deal with some defensive market engagement. That is principally because the odd of success is not clear, but is mandated to affiliate, and partly because the minimum requirement can get CU Law to succeed given its size, prior performance, political fortune, and its social reputation. It would fairly be useful to progress that the record review team meets regularly bi-monthly to analyze the final grade of government in 2007. Then they feedback the points of lesson and delineate the weaknesses in need of complementation as well as improvement. Female professors are one point of focus in the law school approval review which also is necessary for the socialization of law department. I also consider it pivotal that CU Law plans to hold the international conference of Asian and Pacific law schools annually. It serves dual values by sustaining the department performance and facilitating a good grade in the law school bidding.

In order to leverage for maintaining the established prestige and past performance as a law department, several strategies would serve to address the strategic issues and challenges. This area of strategies actually is not futuristic, but present and immediate, being also placed in the context of collaboration, cooperation, and coordination (Fogg, C.D, 2012). Hence, the strategies could be pursued more amicably with a limited conflict in some aspect. For example, the merger of Police Science Department into the College of Law was welcomed by CU Law, but the College of Social Science officially filed its opposing position in the name of Dean. An aspect of communication has been really precious to eventually persuade them and reach a concession this Spring. A retreat and follow-up meetings were arranged as typical over the strategic process which helped out. This point of strategy enhances a performance of college to produce the police officers who are aspired by the parents and students.

An intake strategy would serve to recruit a caliber of local high school graduates. At the university level, the intake strategy is vital to respond to the decline of local youths generation in near future (2004). At the departmental level, high school graduates generally prefer to enter, but the prospect seems not good as in the whole context of university (Fogg, C.D, 2012). Specifically, the visit program of local high schools will be implemented from the October through December each year. Each professor will be assigned for several local high schools biweekly. They are expected to inform, induce, and exchange useful ideas for the prospect of college level studies. They will act as a community teacher on one hand, and as the kind of salesman of CU Law for the trust and authentic commitment. The employment rate on graduation is one of sensitive area of which the university, government, parents, and many other stakeholders are concerned. Without incorporating this point of strategies, the planning process would be seriously flawed. It also is the critical component of CU-wide grand plan that most of CU Law engagements can be guided by the main administration (2012). On this strategy, each professor will be assigned a quota of students annually whom they need to make a regular contact in the endeavor of employment success. Professors are, all round the year, to receive an information of job vacancy through the national and local information sources. They undertake to arrange a face-to-face and name-to-name match or interview for three players, i.e., professor, CEOs or recruitment officers, and senior year students as well as recent graduates. The success rate would be fed back to improve or in some cases for a compensation according to the incentive system.

### **Conclusion: Return to the Basics**

Then, how do we begin to fuel our basic orientation to deal with the formulation of strategies. According to Bryson, we are led into three basics under the assumption that the organizations function on the basis of commitment and mindset (Bryson, J.M., 2011). His point is that we have to have an awareness about the nature of organization, its performance, and public value. Hence we would be apposite to inquire what the organization is, what it does, and why it does. Next, what form of strategies would be formulated and presented to the adoption



step? This requires that the planners consider a pattern of purposes, policies, programs, projects, actions, decisions, and resource allocations for its final form, which would serve the basis of track and effective communication for the leaders and followers. An observation of Thomas Moore helps to see the nature of strategies finding work by illuminating both bright and dark sides on a scope of succinct words, “creative, exciting, inspiring, godlike, anxieties, frustrations, dead ends, mistakes, and failures (2011). R. M. Kanter goes further by asserting every innovation is not readily with sunshine, but mostly to track through the far later effect (2011). The planners and leadership, for this nature of strategies, have to be prudent, patient, and persistent to achieve. Basically, the strategies finder work would be to detect information and effect change, and often operate under four given resources which include a nodality, authority, treasure, and organization. A nodality requires to utilize communication tools, and some nature of authority is essential, to say, the possession of legal or official power. The strategies also should have a ground to implement, which means that money and other fungible assets as well as people, skills, and materials enable the organizations to actually do it.

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## VI. Collaboration, Cooperation and Coordination

### In General

In view of organizational studies, “three Cs” are widely accepted to define the scope of collective interaction beyond the individual manpower and resources. These concepts are interwoven closely with personnel, workforce and implementation beyond the mechanics of work organization or mere strategic plans. Most idealistically through the success of strategy implementation might, however, it be involved with two points of assessment : first, objectively and tangibly, for enhanced mechanics and redesigned organizational settings, or in other stronger expressions, regime construction capable of producing the desired outcomes identified in the strategic plan; second, a creation of new culture concerning the organizations, their members and community. In this context, three Cs properly are viewed as the nucleus of changing vehicle and actual engineer for effective implementation and toward the goals. Three terms possess the dynamic factors operating within the organizational or inter-organizational dimension. Therefore, they can be adaptive to every type of organizations from small firms, national government and even supra national organizations (Free Management Library, 2013).

As the last case may help to grasp its differences, let me rely on three examples across the Common Wealth of Nations, UN, and European Union. A coordination would be some weakest form of coalition among the three (NC Department of Health and Human Services, 2013). It includes a harmonious functioning of parts for effective results and helping each other, but not changing the basic ways of doing business. Given this aspect of definition, it would come closer with the first one, and can be seen as most loose form of coalition. They would share information, coordinate the schedules, list each other’s events in newsletters, and so. A cooperation would presuppose a common benefit and common efforts beyond merely effective results (2013). For the cooperators, they help each other in some specific ways, though not always shared by the dominant fashion of doing business. Therefore, the association seems stronger and more intense that they could begin to develop trust and see better ways of doing things. United Nations may fall closely within this class as we occasion UNICEF for the starved children in African States, human rights, and environmental commissions, and peace operation. In senses, they may collaborate, however, the north-south contention about the environmental issues, incurable human rights abuse from the rogue states, or non-engagement and opposition in the peace operation could make it with specific programs, selective options or alternatives than the general pursuit of common goals. In the collaboration phase, cooperation may be enabled more systemically and in some of compelling nature. They work jointly with others on a common goal the extent of which is more tightly structured. They tend to plan jointly, pool out resources in systemic and compelling ways, and evaluate or control the outcomes together (2013). This level of collective engagement in the strategic planning process, particularly in the implementation phase, may have similarities with the context of EU.

### Three Cs In V2020

CU has identified the strategic issues and developed the strategies to address them in the title “V2020.” It includes essentially “ initial year process 2013” and “post-2013 implementation,” monitoring and reevaluation, further execution and adjustment. The points of

strategies can be epitomized into an M&A of departments and gradual downsizing of student quota. A strategy implementation will be based on the criteria of departmental performance in the post-2013 phase. In 2013, several of departments, for example, police science, already were assigned into the college of law based on the performance of prior years. This practice will continue through the year of 2020.

In pursuit of V2020, the role of collaboration will be championed to share the sense of common goals and structure an organizational culture to harbor the mandates of V2020 as their standard of conduct. They are not to be artificially forced to perform their responsibility, but make them adhere with in a persuaded passion and trust. It would be implanted in each member's mindset and attitudes as being urgent and indispensable for the organizational survival. They would turn the toils and tears in the course of implementation into a sweet and legitimate option. This escalates into a vigorous collaboration by moving forward to the end of outcomes in 2020. On this endeavor, two institutions are pivotal to continue on the collaboration. First, a standing body of implementation and assessment should be placed to engineer the collaboration system, which also is to be ready on monitor and feedback. This will be a central organ which should be responsible for post-2013 implementation. The members of this organ would significantly overlap the core ones of planning bureau in 2013 (Bryson, J.M., 2011). Second, collaboration can be enhanced and rationalized by way of enacting 2013 strategic plan into the formal university regulations. The plan includes a quasi-sanction and award or incentives for the departments or individual faculty members. Hence, the standard of CU planning process needs be clearly articulated in way of clear provisions that the members, players and stakeholders often consider as final resort of their compliance.

A cooperation is also conditioned to effectively implement V2020 through the end of desired outcomes. First, the faculty board of CU preferably should turn to help the leadership and implementation team in specific ways. Their action and compassion often counter an official policy of university in the interest of CU faculty members. That must have been, in the history and tradition of CU, their authentic role and direction to be chased. However, their understanding of V2020 can reshuffle this pattern and course of actions since it involves a common urgency for the university competitiveness. As they are powerful in CU politics and governance, their cooperation is important. The communication and education activities in this Spring for resistant professors and radical students have accomplished much success to cultivate them to share and cooperate (2011). In a second example, among others, we can be aware that cooperation is to help increase an organizational performance and achieve the desired goals. In this summer, CU enforced to conserve an energy consumption in adherence with the governmental guidelines. A mandatory "morning work hours only" was arranged for each branch, unit and team during one month. The faculty members were also informed about the seriousness of this energy problem, and encouraged to save a power in the office. An energy consumption also factors in calculating a teaching cost & income ratio in implementing the M&As in V2020. This means that cooperation can serve many ways to enhance an organizational as well as departmental value.

In pursuit of V2020, the role of coordination seems to second for producing effective results although most of key issues and goals are concerned with each professor and campus members. As said, a readiness of followers for the leadership and V2020 mandate centers on a more probability of successful organizational change, and team spirit heightening the

collaboration and cooperation must, all time through, be ensured. Idealistically, this interchange and progress should create the redesigned organizational settings geared toward the success of V2020 (2011). The kind of culture, collectively emerged or intoxicated into the plan in pleasure, spirit, rationale, as well as in ways of routine practice, would be desired and could be a final touchstone in evaluating an overall success of V2020. The plan requires, as a matter of institutional nature, a struggle and efforts centralized for the research and teaching improvement. The collaboration and cooperation can work in view of team teaching, interdisciplinary research, network, teams and corresponding authors and so. A coordination perhaps would dominantly be found in staff assistance, for example, university press and faculty learning center. Additionally, in a bigger scale, an adjustment of work responsibility or work flows and division among the campus branches, bureaus and units could coincide. The faculty learning center boosts a better class performance and provides on-line classes videotaped from some of concerned professors. They, in some cases, evaluate a test video and advise to improve in ways. This can serve facilitating an improvement of departments and CU. CU Press also coordinates by providing the publication information for each semester and encourages a research work of professors

### **A Concluding Remark**

Throughout the positive role of “three Cs,” one must say that a bogus empowerment is the worst of all potential evils that the members are to be truly associated and interact on trust and vision. This point is important to remove the troubles at the personnel level, such as hustle, hassle, and turfs or resistance. An adequate incentive system, for example, could work to enhance the followership while the communication and education through the process are needed critically.

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## **VII. KPO Strategic Plan 2013**

### **Introduction**

The Prosecution Office in Korea (KPO) has presented 13 strategic goals which should be focused through the year of 2013. They have been created on the past performance record and assessment of challenges. The external factors to which KPO intends to respond were listed in four groups (South Korea Department of Justice, 2013). Economically, a growth rate will continue to stagger, and the people anticipate more positive policy options to boost the mid and lower class of society. They like to see an improvement of the high unemployment rate of youths, as well as the increase of social welfare network. Second, the people feel unsafe and vulnerable from the threat of crimes, and prefer a more strong measure to combat a typical scope of crimes, for example, sexually related and others. Third, the level of people's expectations about justice and social integrity is mounting who monitor and oversee seriously an implementation of criminal policies and laws. They favor a heightened legal order, transparent and reasonable as well as faithful execution of criminal laws. As a social consciousness about the redistribution policy and protection of deprived class becomes growing, they conceive of policy priority to redress the human rights violation and urge a countervailing measure.

### **Two Issues for Discussion Purpose**

Among the 13 strategic goals, I picked up two for this discussion purpose. The first is concerned of Sexual Crime-Free Society (SCFS), and the other is to eradicate a bullying and violence within the school zone. These two crimes have long been notorious to disparage the consortium and peace of family, as well as healthy learning environments. KPO developed specific strategies to address those strategic issues (2013). It includes a use of Electronic Foot Detector (EFD) working in artificial intelligence, and development of modality prison system. In combination of criminal history as well as mobility and crime patterns, the EFD could enable to detect a criminal before the commission of crime. This device will be developed in cooperation with the Future and Creative Science Department (FCSD) and the Industry & Commerce & Resources Department (ICRD), which will require utilizing an updated information technology (2013). A new device will be downsized twice to the past model. For the repentant offenders, a parole and surveillance other than imprisonment will be prioritized in the purpose of incentive and encouragement. Most aggravated nature of criminals, who could be a repeat perpetrator, typically including repeat sexual offenders and serial murders, will be seriously dealt to insulate them from the society. This will be pursued on the social consensus and public support as well as in accordance with the penal system of developed nations. A public notice of sexual crime record will be implemented ex post that increases the scope of collaboration. It requires a central control by the Department of Justice (DOJ) as well as cooperation with the national police by sharing a relevant information.

In response to the second goal, a focus will be shed on most adequate disposition of criminals, which would be grounded on the analysis of case profile and cause of crimes. A strategy implementation is related with the preliminary hearing for teacher's opinion as well as the first-hand investigation of Youths Parole Branch (YPB) before a formal decision making by the prosecution officers (2013). In the Social Education Program of Law (SEPL), the prevention

of domestic violence will be strategically emphasized. A client-specific communication will be designed to increase an awareness that even a minor harassment could be a serious nature of harms against younger victims. SEPL will enlarge its scope of participation as a matter of prison law and order, which encompasses minor perpetrators released on any suspension decision. The quality of investigation paradigm and practice will be improved with a settled understanding of the smart practice guide, which will cover each stage of information gathering, investigation, trial and execution of penalty. On-site parole administration will be facilitated by visiting the family and interviewing with the victims (2013).

### **A Monitor and Evaluation in the Post-Implementation Phase**

In monitoring and reevaluating the KPO's 2013 plan, I consider several ways to ensure a proper practice of strategic plan. They are important particularly because those two issues are chronic and have persisted with long years of stalemate. Absent a heightened system to serve this post-implementation phase, the two issues would remain largely unresolved nor improved.

First, a monitoring and reevaluation (MR) strive to construct some sound stream within the reengineered organizational settings and greater alignment between the goals, mission, vision, strategy implementation, operation and three Cs. This system building and constant fueling to vitalize its operation are desired to confront with these stigmatic crimes. (Kaufman, R. et al, 2003) This means that institutionalizing a strategic planning and management should be considered as top priority since the nature of crime is perpetual as hardly eradicated entirely for a specific year of strategic plan. In this sense, the words of wisdom, "History is nothing but a pack of tricks we play on the dead" could not apply for this context since the issue is not of political nature (Bryson, J.M., 2011). A new leadership may not take it easy to politicize for dereliction or termination of goals as it is precisely related with the pivotal organizational mission and a wide scope of social assumption. In any case, how effectively the system was built in to reduce the sexual crimes and school bullying or violence must, first of all, be clarified in any quantitative or qualitative terms. For example, the crime rates from the past record and those from the post-implementation may be compared with variables (Urban Institute, 2013). A research survey or on-line space for the public voice may be utilized to assess an improvement in views of the public recognition or sense concerning the safety and crime-free comfort. A public forum hosted by KPO would also be a useful floor to discuss the effect of strategies implementation and to identify points of rectification or to reshape the plan. The implementers and reevaluating members are desired to collaborate as engaged with a specific process to resolve the residual issues created or identified during the process (Bryson, J.M., 2011).

Second, how much extent of participation was ensured inside the organization and in the terms of inter-organizational collaboration, cooperation and coordination would offer the basis of monitoring a success of strategies implementation. It is truly advisable to encompass an entire organization and key cooperators (2011). That is because this approach can enhance an effective performance and also because the communication for constructive meaning with the victims or interested stakeholders and morale of involved agencies could be enhanced. Hence, the integrated units management approach, in coverage of the prosecution offices, national police, youths parole agency, prison superintendent, criminal policy experts, teachers and parents, as well as representatives of students would be incorporated into the system and

its flow or vitality of interaction would be measured for the monitoring and reevaluation purpose (Kaufman, R. et al, 2003).

Third, other practical way to boost and to be used for gauging the performance would be to support linking organizational performance and individual performance (Bryson, J.M., 2011). The crimes are keenly entangled with the family value and safety of personhood. This implies that the field police officers could be a prime force to combat and considered most working for the prevention and suppression activities. Therefore, an incentive system needs to be designed to enhance their morale and loyalty. Such incentive system can be linked with the organizations and individual police officers, the outcome of which would later offer the basis for rectifying and initiating a new concept of strategic plan.

Fourth, the contract approach could be utilized to pursue these two strategic goals. KPO may be a center to design and garner the “relational contract” which is typical to address a more public nature of collaboration than “competitive contract” (2011). Then, how effectively the contractual framework was built in and operated in any smooth and faithful fashion could measure the performance outcome. For example, KPO may initiate, in cooperation with the Department of Education, a Group Walk Campaign (GWC) for home in agreement with the elementary schools. Lonely students who walk home after the school could be victimized in high chances. Hence the concept of relational contract with the superintendent of schools can be one way to combat the sexual crimes or school violence. You can also identify, in the attached file, one framework to support and assist with the victims of crime by utilizing the kind of relational contract with exterior agencies or private enterprises.

### A Concluding Remark

As the strategy change cycle is never ending at one time in period, but continues through the achievement of goals and succession. They would, in some cases, be rectified and improved, or terminated for various reasons. The implementers and performance reviewers are required to play, “as fresh” in a Bryson’s tip, to monitor and reevaluate an initial strategic plan over the process (Bryson, J.M., 2011). A history, therefore, is a prologue for the new change cycle or any continued process of implementation. These two phases in later step of strategic planning process also can be seen as upstaging and of independent hands from the previous of process steps. The implementers and performance reviewers, hence, are required to deal in this conception. They should neither leave a plan in the corner of main office nor just implement through a next plan. A critical churning and reevaluation are to be ensured for some continuous weeding, pruning, and shaping of crowded strategy areas (Fontaine, R., 2008).

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## **VIII. A Case Study Concerning the Strategic Plan: V2020 of Chosun University**

### **A Description of Organization**

Chosun University (hereinafter CU) is an organization for this final project. I chose them because I worked there as a professor since 2005. I began my teaching job as an associate professor of law, and the university launched a plan to prepare for the law school project. Afterwards, I have served a full-time professorship, and have taught the international, constitutional, and common laws. In 2010, I promoted as a professor and was guaranteed of tenured position. In this backdrop, the university is well known to me. Additionally, Gwang-ju, the local city in which CU is located, is my hometown where I lived until I was ten years old. Eight years of my service is not short that I could properly look into the nature of organization as well as the context of strategic planning process. This allowed me a more intimate research, and I believe that it offers an experimental subject for the organization studies. It generally has common traits as with other non-profit organizations, but there are some points of distinction. CU is a higher education facilities. It is a non-profit organization and has the goal about teaching and research. Their function is to educate the college students and produce a scholarly work to serve the public. CU is a private university, and keenly affiliated with the local community. An academic strength is modest, and the institution is large to have more than 900 instructors and professors. CU, located in the southern part of Korea, is a private institution, and regionally competes with Chon Nam University. CU is distinctive in that a school policy is liberal. This is proven that it has an independent Faculty Board (CUFB) interplaying with the university administration. CU members, i.e., students and faculty, would favor the social virtue and justice, and in some cases, they place those as higher than the academics. One often notes that CU was one of national heart for the student activism during 1980's. The times underwent a political turmoil. CU is housed in Gwang-ju, South Korea, the city of democratic sanctity. The management of CU is relatively stable, and the Board of Regent partly supports a financial need. As the situation goes tougher, the financial prospect became little pressuring. The size of student body and faculty, as well as educational performance has gradually increased in the national and regional context. However, the quasi-privatization initiative from the government and radical decline of youths generation posed serious challenges for the university administration (Hickman, G.R., 2010).

### **Organizational Mandates and Mission & Values**

A context of foundational spirit espoused earlier in 1949 would create the basis on which CU in this new millennium now stands. A legacy and heritage to guide the professors, staffs, students and alumni have shaped the current form of local university, which has endured to interplay with CU for the development and adjustment with the change needs. A foundational spirit declared in the web page of CU clarifies the missions and goals that earlier CU should direct themselves (Bolon, D. S., 2005). The ethos and compassion to institute CU underlay the crux of national education implored to struggle with the Japanese emperor for its independence. They saw it only achievable by raising a competent and qualified caliber full of the national spirits. The Association of Founding Members revived in May, 1946, right after the national independence of Korea. It reprised its mission from the modern university movement frustrated by Japanese suppression during its imperial rule. The founding members range across the class

of society, i.e., intelligenza, public officers, land owners, feudal subjects and local farmers. A qualification for the membership was completely open for a class of locality, and the number of members reached as many as 72,000 at the application for the governmental approval. The nature and quality of founding members in combination with their size obviously legitimate CU as a pomp of local private university (2005).

This backdrop contributes to create a college and university morale, spirit, ethics, ethos, and dominant culture and passion as well as its organizational mission. We can derive several points of focus envisaged by these earlier educators, which, of course, influenced to found the current paradigm of university. An erection of independent nation, culture and intelligence was raised to serve the temper and needs of new nation. The concept of democracy, pragmatic and professional education gave rise to an expansion of university education for the prospective students (Lee, S. F., Lo, K. K., Leung, R. F., & Ko, A. S. O., 2000). CU now pursues the organizational goals in three primacies. It continues to improve the educational facilities and environments, to upgrade for the quality education, and to foster the ethos of teaching and learning. This new initiative of university reform sparked around 1987 and 1988, in bitter reflection of stalemate and resilience, as deviated from such dynamic and vibrant vision of foundational agreement. The initiative was supported by the members of CU and local community. It accomplished a more perfect system of campus democracy and efficiency in the university administration, and became one of role models for the private universities in Korea. This remarked success inspired a subsequent generation of campus community, and still in continuance within CU.

The mission statement of CU has pronounced three items in most primacy, which was ultimated in a slogan form of sentence for effective communication and clarity of message (Bolon D.S., 2005). Let me present literally in translation from the web page of CU, "CU shall educate the competent and knowledgeable students who can contribute to the welfare of nation and common prosperity of world; To serve this mission, it purports to breed a creative mind of student well qualified for this globalized society. Second, it fosters a caliber of professionals networked with the industry and competent to develop the nation and society. It focuses on the deprived, but prospective and well-prepared students by boosting the financial assistance system. CU, in the pursuit of its mission, framed four sectors of strategic goal as announced in its web page publicly available (2005). They include the elements of "creativity, technology, public service and globalized context of intelligence and knowledge." The ultimate goals of CU, in line with that of national educational goals and spirit of founding members, is to educate a professionally competent graduate who contribute to the nation and global village by in-depth knowledge, wisdom and innovation, teaching and public service (Lee, S. F. et al., 2000). In this end, it provides an individualized paradigm of education breeding their creative students (McVea, J. F., & Freeman, R. E., 2005). It endeavors to educate technologically competent students to pioneer the information society. It facilitates fostering the social leaders, who are devoted and enthusiastic to serve the nation and community. CU also is committed to produce a quality of professionals with the international competence and requisite knowledge. In the campus leadership since 2012, CU has more clearly envisioned the direction and goals to meet the challenges from a high speed transformation in the society. Chancellor Seo visualized three strategic points of focus in terms of the global brand value, competitive characteristics on the integration and concillience, transformational leadership and university reform (Free Management Library, 2013b). In his vision of leadership, CU would upgrade from the 15th rank of nation toward the global brand of university. For this strategic initiative, it promotes a global

profile of university and facilitates the international programs as well as interchange with the world class universities. This brand value university requires a democratic governance and culture within the campus as well as transparency of university administration (Bolon, D.S., 2005). It enables the “diversity of campus, democratic training, common respect and socialization.”

A vision we pursue to meet the challenges of future is related with the nature of social transformation (Bryson, J.M., 2011). The future of society will underlie the era of human ethos and artistic concepts as well as the high extent of integrative paradigm. This prospect of social transformation requires an innovation of 21st education as consumer-suited, who are competent and qualified, and creative to pioneer a new frontier of knowledge by integrating the arts, humanities and social or natural sciences. This new perspective and vision will foreground the pathways of CU (Bolon, D.S., 2005). For the last, the new campus leadership stresses a square aspect of reform and innovation in order to meet the challenges and to overcome a crisis. In the authentic commitment to the role of public education in this society, CU will launch a new strategic change process to resolve the urgent issues, .i.e., system building with the local industries for the development of local economy, innovation in education as well as procurement and improvement of the infrastructure, as well as the quality student services. The vision and goals will eventually realize a local and national prestige as ranked 15th, and CU also will improve as the center of east Asian universities and toward an internationally renowned university (Burke, W.W., 2010).

### **An Identification of the Stakeholders and Their Level of Support**

By utilizing the “Power v. Interest” and “Power v. Support” grids, I identified a several of key stakeholder groups concerning the VISION 2020 (hereinafter V2020). The scope of key stakeholders listed below is never exhaustive, but selective to explain a major profile on the ground of power, interest, and their position about the plan (Parent, M. M., & Deephouse, D. L., 2007).

- Students of CU (A1)
- Professors and Lecturers (A2)
- CU Chancellor and Key Officers (A3)
- The Gwang-ju Community (A4)
- Chosun University (A5)
- Other National Universities (A6)
- Chon Nam National University (A8)
- National and Local Government (A10)
- Parents of CU and High School students (A11)

Let me briefly explain the reasons to choose for some of major groups, and the logic or rationale may well apply to the rest of others.

Students of CU share a keen interest in the success of V2020. They are actually a client for the CU educational business, and expect a high quality of teaching and education, which would equip them with the requisite knowledge to survive a social or professional demand (Dewhurst, S., & FitzPatrick, L., 2005). They also have an interest about the increase of tuition fee, and the financial plan of CU would be concerned with their perception or evaluation of V2020. They are actually less

powerful since their voice and share of influence in the strategic planning process is minimal or merely participatory. However, they officially are ensured to represent their view and opinions by pronouncing their policy position in the name of CU Student Association. They also are statutorily provided a limited share of voting right in the election of university chancellor. They generally support a restructuring plan since it purports to increase the quality education and competitiveness (2005). However, we can identify selective cases of antipathy or opposition if the merger and acquisition (hereinafter M&A) of departments unexpectedly harms the currently enrolled students. A notable example would be found in the Global Law whose students are academically superb than the general law students, but the department now is planned to be removed in three years monitoring period. They highly disfavor to graduate as a general law degree which is, however, highly probable for the first year Global Laws.

Merged faculty members and lecturers dominantly take a side as the opposing party since the administration intends to touch on the sensitive academic issues concerning a departmental M&A and abolition. A restructuring and downsizing initiative are inimical to their sense of pride and life-time apprehension about the status and personal direction. They often hold a social esteem as a university professor and tend to exhibit a dislike if their professional pride is to be attacked. Therefore, their interests would be mostly strongest among other stakeholders, and the divide between “support and opposition” would be seriously stark. Their power should also be rated generally higher since they actually are key players in the colleges and universities. As the strategic change was initiated, a confrontation or concession between the Faculty Board and university administration would come obvious. Their power perhaps would be balanced. It is a central issue how to cultivate them into the deep and genuine motivation to engineer V2020 (2005).

CU Chancellor and other key officers would be placed mostly higher than any other stakeholder across all the three factors, i.e., power, interest, and support. They are actually an official authority to initiate, process and approve the strategic plan except for a formality of board approval. A current chancellor has had hard times since he was unreasonably rejected of his appointment by the board in 2010. His debut is, therefore, dramatic upon the democratic alteration of board rejection and reelection in 2011. He is 62 years old that the term of chancellor would make him to retire upon its termination. Therefore, his compassion would be stronger to develop CU, and he will likely perform his leadership role in concession and harmony with the Faculty Board. Hence, his interest to develop CU and interact more vigorously with the faculty members should be highest among the key stakeholders. Key officers dominantly are composed of his loyal followers in the previous election, and generally could be placed at the same nature.

Gwang-ju community should be included since CU has long interacted and actually been fostered by their concern and involvement (2005). Generally it would less directly be affected by the heat of plan. However, V2020 stems from the environmental change of youths generation decline, which is strongly affiliated with it. They would be classed as subjects provided that they possess a high interest in the strategic plan, but the power to influence is indirect or weaker (Gousseau, K., 2008). They like to find CU would attain a national and regional reputation, one factor of their pride and community morale. They are also interested since they are parents and employers. They generally are supporters to boost the development of CU (2008). This analysis would apply to other stakeholders in the same manner as identified below (Free Management Library, 2013a).

Let me capture various stakeholders listed above by way of two helpful diagrams from the resources of class material (Bryson, J.M., 2011).

### **(1) Power V. Interest Grid**

- Players : A2, A3, A5, A6
- Context Setters : A10, A12
- Subjects : A1, A5, A8, A11
- Crowd : A4, A7

### **(2) Problem-Frame Stakeholder Map**

- Strong Supporters: A2, A3, A5, A6
- Strong Opponents: A7,
- Weak Supporters: A1, A4, A6, A9, A11
- Weak Opponents: A8
- Strong Neutrals: A10, A12

### **A Demand from the Environment and Strategic Issues**

In order to upgrade CU as nationally renowned university, the strategic plan, titled V2020, identified four sectors of strategic issues, which covers a “finance and treasury, education, research, and university administration” (Strategic Plan for the Department of Auditor-Controller of the County of Los Angeles, 2013). In a work to identify the organization’s strategic issues, Bryson introduced basic eight ways in use of organizational practice, which, among others, are the direct approach, goals approach, system approach, and action-oriented research (2011). I believe that these four would fit within the context of CU plan. An indirect approach would have a little relevance in V2020 given that the challenges and change demand are a nation-wide flux for the public universities enduring this decade. The members of organization often have a high awareness of the strategic need of restructuring, and actually are highly concerned of the mission, vision statement, goals and issues (Laureate Education Inc., 2013b). They know the success of plan is vital to survive the unprecedented crisis that many universities, including CU now face (2013b). For its nature of fundamental shift in paradigm, the alignment thesis, often detailed on comparison with the gaps, inconsistencies, and conflicts, seems less proper, which perhaps would focus on some incremental nature of change (Bryson, J.M., 2011). With this process of selection, I found the ways in complementary approach, the focus of which is placed on the direct approach. The direct approach is one of most popular ways, and particularly useful of governments or nonprofit organizations since their mission and vision or goals are generally common, stable, well defined and readily or expressly identifiable (2011). This aspect can be shared by CU provided if it has a clear set of written mission and vision statement, and their social responsibility is readily defined in terms of quality education and research. The goals approach takes a share to identify and describe the strategic issues since it guides and helps to clarify the issues with a logic and persuasion (2011). This traditional

planning theory, therefore, creates the concern of stakeholders, and cultivates them into an advocate by developing their buy-in and commitment. The system approach also takes a part if the university system is generally common and predominantly systemized with the education, research, and finance and administration (2011). V2020 sectors of strategic issues precisely address these cores of university system. I also rely on the action-oriented approach in describing the strategic issues and strategies to address them although I do waive the diagram or arrows to visualize, yet to just narrate.

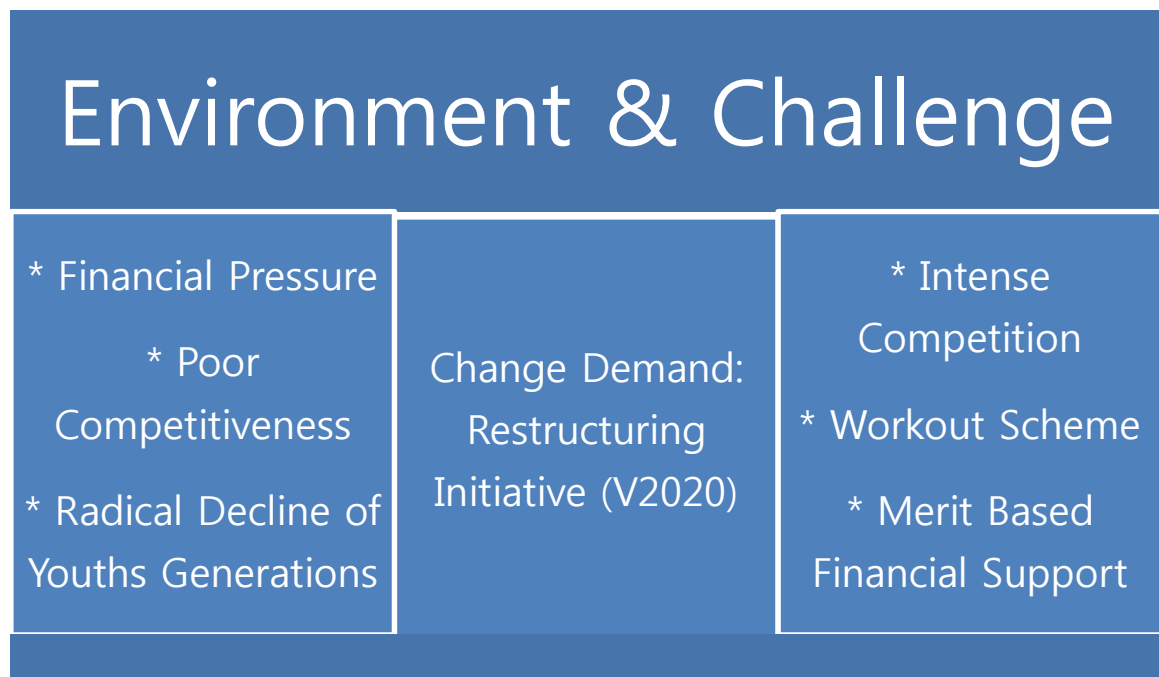
Three strategic issues can be identified from the mandates, mission, as well as the result of SWOT analysis as described later (Free Management Library, 2013a). In connection with these factors, it is required to look into a change demand from the environment. This should certainly be opportunities and threats for CU, who faces the challenges from a social transformation.

### The SWOT Analysis of V2020

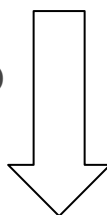
#### *Two Aspects of External Factors*

We can illustrate three basic problems CU now faces. As follows, you also can see the chart showing the statistics of youths generation decline.

#### (1. Problem Chart)



**(Critical Needs for Competitiveness Assessment)**





- Decline of Competitiveness and Productivity
- Decline of Youths Generations
- Pressure and Restraint from the Finance and Budget

**(Table : Youths Generation and Number of Applicants/Acceptance Rate)**

Year	Y.Gen.(18 years old)	Local High School Graduates	Seoul Area		C=(A-B)		Chon Nam Univ.(D)		E=C-D		Other Area (F)	H=E-F-G	
			Move (no.)	M. ratio	Room 1	Quota	M. ratio	Room 2		Room 3	No. Appl.	Accept. Rate	
2012	48,344	465,76	5,611	12%	41,152	3,460	7%	37,692	81%	1403	17,736	3.7	
2020	35,659	34,523	5,611	13%	28,912	3,460	10%	25,452	74%	1036	10,719	2.2	
2030	25,978	25,128	5,611	22%	19,517	3,460	14%	16,057	64%	754	5,333	1.1	

The opportunities of CU can be in three folds. First, the globalization and development of information technology are geared toward the intensity of nation and local community, as well as the extension of overseas interchange. They diversify or develop a scope of campus activities and performance. Other opportunity is laid in the increased network and collaborative nature of local community (Laureate Education Inc., 2013b). National development strategies often stressed by the government focused on the local core for alleviation of the problems arising from the dense populace and clustered industries of Seoul, as well as for the fair opportunity and balanced development between the capital and major national localities. Third, the government launched a quasi-privatization initiative for rationalization and selective investment. This point

can be either an opportunity or threat (Sherman, H., Rowley, D. J., & Armandi, B. R., 2007). Provided if CU successfully penetrates the change process, the survival is certainly likely to ensure the entering of nationally ranked universities. The strategic cycle period from 2013 through 2020 should be testamentary and of intense contest between a greater leap and closure down. The paradigm of governance and statecraft concerning the national policies now transforms toward small but competitive model of northern European nations, such as Sweden and Holland. The government requires a competitiveness to companion with the holistic progress of nation, but with the social welfare framework on a grant or assistance. This is challenging, but also offers an opportunity for the modest nature of local university.

### *Two Aspects of Internal Factors*

For the next step of internal assessment, we are required to investigate the strengths and weakness (Bryson, J.M., 2011). In the first, we can properly draw upon its tradition, legacy, compassion, and high support of local community. One commentator predicts eloquently, “CU is a living legacy for the democracy and nationalism of Korea.” Others also agree that CU is deeply rooted on and has had an embedded relationship with the concerned group and intellectuals. On this ground, it would not easily collapse from any serious challenges or threats. Other point of strengths is the participatory leadership, and democratic process of decision making. CU leaders have been chosen from the campus ballot except for few cases in earlier years. Thus the leadership often would be effective to mobilize the change process from the workforce of faculty members and staffs, and students’ support. This context of internal process implies that the strategic plan, once agreed on the wider basis of campus community, would find virtually no obstacles to implement through its success (Sherman, H. et al., 2007). Finally, CU has a strength of personnel and physical resources, and operate within a well- designed work flow and administrative system (Kaufman, R. et al, 2003). Its campus is considered second to none in its beauty and fine scenery. Rose Garden is most popular place that local people entertain in the weekend and holidays. There are historic sites in the campus, and many tourists nationwide visit a vicinity and even campus. The staffs and administrative team often are composed of experienced servers and alumni of CU. Their loyalty and competence seem to operate in effecting the strategic goals of V2020. The work branches and units have been organized to produce most effective outcomes across the main administration, academic departments, and other centers or institutes. It exposes an art of efficient management stream for collaboration, cooperation, and coordination (2003).

In contrast, we are able to identify three points of weaknesses that the present CU should problematize to address. First, the nature and quality of faculty members are largely resilient and negative against a drastic change and less supportive of business concept concerning the campus strategic plan. A conservative ethos and high adherence on the democratic process generally militate against the strategic restructuring and change initiative. Second, a weakness comes from the Board of CU, which has been chronicled over the past thirty years. The Board of CU is a final authority to decide the university issues, controversies and key agendas. . Earlier since 1981, the board members of CU have been appointed by the government on the statutory ground. Therefore, its nature actually is temporary and organized in the requirement for corresponding to the emergency of university. This anomaly, in contrast with other universities, has contributed to the turmoil and dissention among the organizational members. The campus vigor and harmony had been abridged, and this context of controversial CU Board is sheerly a weakness to vitiate



the strategic planning. Third, the southern culture of Korea is often procrastinating, less proactive, settled and emotional. This could be a strong attitude in some aspect, but largely militates against an organized, scientific collaboration and systemic cooperation (Laureate Education, Inc., 2013a). The members would more readily rely on the faces and names, sensibility or communal compassion other than logic, goals, legitimacy, or standard and regulation. As V2020 would realize into a concrete university regulation, this aspect should have to improve in ensuring the effective implementation, monitoring and reevaluation (Kaufman, R. et al, 2003).

The present status of CU as above depicted leads to the following three consequences (Free Management Library, 2013c). First, the colleges and universities in Korea now are compelled to compete and struggle for a survival. The Government launched a phase of nationwide restructuring concerning the college and university education. They regularly conduct an investigation and assessment about the quality, utility, financial credibility and soundness, as well as resources. This engagement penetrates a square of university factors, which later is reported to the public in the form of credit roll. Some universities are ranked less credible, or deprived class, and other universities actually are adjudged a work out. Given the high extent of financial dependency, the universities of Korea, which are disqualified of the eligibility to be funded or financially aided, would find no ways to discontinue. The classification of universities in terms of different financial status can well be translated into the kind of vital pressure toward a strategic change or restructuring. In this background, we can present three strategic issues by three sentences of self-inquiry (2013c).

- To what extent and how do we increase the financial and budgetary competitiveness?
- To what extent and how do we upgrade the educational competitiveness?
- To what extent and how do we raise the competitiveness of research?

### **Several of Major Strategies in V2020**

In order to increase the quality education and innovative minds, CU needs to opt for an M&A of several departments which are considered as less competitive. The standard of selection will be adjudged based on the similarity of disciplines and level of competitiveness. More similar and less competitive it would be, more probable it would be merged. The M&A strategy can be understood to grow a competitiveness and departmental vitality. Some departments will be closed down or the legal quota may reduce. The strategy also serves an intensification and upgrading of liberal as well as professional education because a redundancy of subjects or courses can be removed to survive one effective department (Roth, B. N., & Washburn, S. A., 1999). In other point, it can serve to facilitate a networked development from an undergraduate through the graduate education (Fogg, C.D, 2012). M&A issues are actually controversial to involve the interest of departments seriously, and thus the strategies to enforce will be based on the following principles. First, a voluntary adjustment will have a firsthand favor through a consultation and consensus among the concerned departments. A special status of departments classed on the competitiveness ground would be given a priority in the process. Over 40 percents of redundancy in subjects within the discipline would fall in the class of M&A departments. Concerning the reduction of legal quota, the following principles will apply. It is compulsory to reduce a quota by ten percents provided that the assessment resulting from the past three years of

statistics indicates the lower 20 percents within a cohort of similar disciplines. However, a small-size department below 30 students in 2013, and the departments classed for a M&A or status change will be exempted.

The M&A strategy will progress with four occasions of public forum for an information, debate and exchange of ideas among the members and stakeholders (Aguilar, O., 2003). The first conference will be held at Dam-yang Hotel, Jan 9, 2013 (17:00-20:00). The participants will be limited to the key players who are a CU Chancellor, Directors of campus administration, and Deans of colleges. The second forum will be held in the university administration building, Jan. 15 (11:30-14:00). The participants are a chair and members of CUFB, who are considered to represent the voice of faculty members and generally operate as a critique. The third forum will be held at Dam-yang hotel, Jan. 17<sup>th</sup> (14:00-17:00). The participants are a CU Chancellor and ranks of staff above the Team Directors. The fourth forum will be held at Seo-seok Hall, Jan. 23<sup>rd</sup> (11:00-13:00). The participants include all scope of university staffs. This process to inform and mobilize the followership constitutes a crucial part of strategies, and will shrewdly be arranged to address the strategic needs (2003). It flows as cascade from the key strategic planning team, and the second meeting would be important to debate or repose to reach the consensus and agreement. The faculty members are key stakeholders in this issue, and collaboration and cooperation as well as coordination are highly relevant with the success of M&As (Fogg, C.D, 2012). Not unexpectedly, however, a critical reaction and opposing movement have dominated the campus environment in this spring. Therefore, the repose period of time is critical to assemble the views and opinions from the members or stakeholders which would be set forth during Jan. 10-30. Besides this, a grassroots work in order to mobilize and seek the agreement of members are pivotal that the meetings and advising sessions are arranged to target at each college and department (2012). This period will span lengthier with two months series of meetings. Finally, the key players will gather six times to draft a final form of strategic plan on the M&A of departments.

In responding to three strategic issues, CU developed a sector-focused growth strategy for merits and competitiveness (Roth, B. N., & Washburn, S. A., 1999). This sectorization strategy will reduce a redundancy and low competitiveness, and can transform the university into a more effective form to address the needs of local community. This policy also can enhance the role of university to educate the creative minds and competent graduates. The weaknesses identified in the previous period would lie in: (i) the low rate of research performance; (ii) lack of feedback and monitoring system for the project units, management of research expenditure and research outcome; (iii) continued financial pressure for the university notwithstanding short-term foibles; (iv) deficiency of full support and lack of penalty system to ensure the accountability of project units (Rothaemel, F., 2012).

The sectorization strategy will be delivered to realize these three basic goals. CU will generate the energy and passion to increase the competitiveness of university by focusing on the competitive sectors most intensively (Aguilar, O., 2003). It implements a strategy in understanding that the strategy is essentially related with the increase of brand power and foregrounds the intake strategy of qualified students. The sectorization strategy will be pursued in understanding that it foregrounds and facilitates a voluntary reform of disciplines or departments and mode of education.

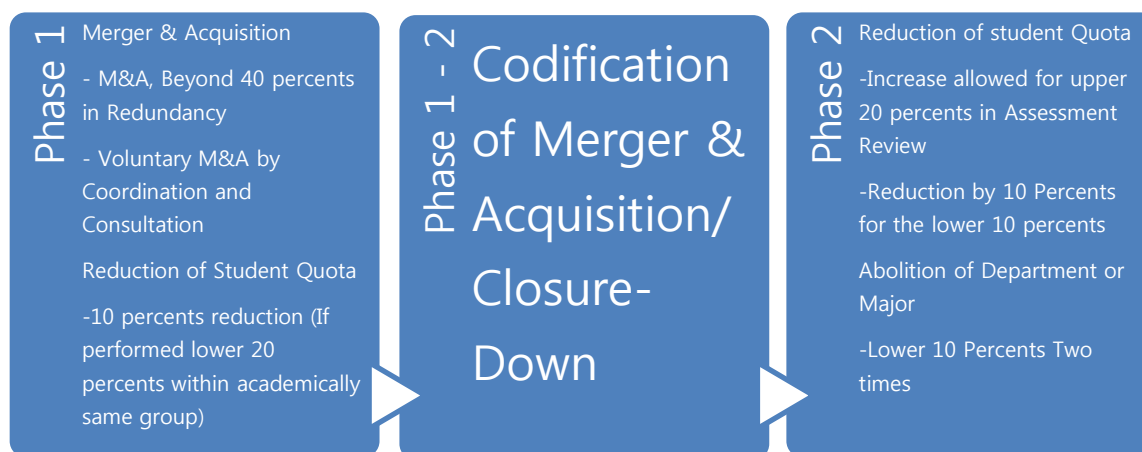
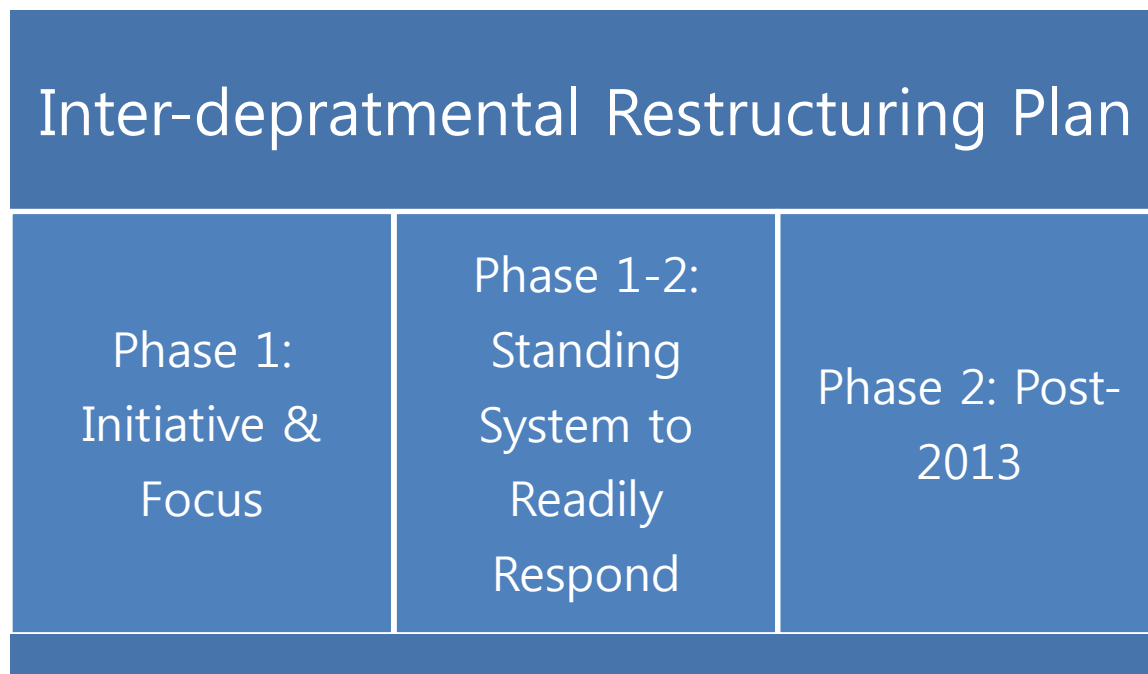
The sector-focused strategy already has phased and will progress over the time sequence with a varying class of colleges and departments (Roth, B. N., & Washburn, S. A., 1999). In JUMP 2005, the information and communication, biotechnology, industrial design, electric engineering, and international cooperation were designated for the focal sectors. In NEW JUMP 2010, a competitive-edge material science, culture and information, biotechnology, energy and environmental studies, international cooperation were listed in the roll of focal sectors. In Happy Univ. 2015 and V2020, the media and cultural contents, U-health and silver industries, bio-materials and medicine, energy and environmental studies, and frontier machineries were enrolled. In pursuit of this strategy, CU will provide a support for three years during 2013-2015. The support will cover a financial aid as equivalent of 10 % to the project dollars and administrative assistance, seed money to prepare for the application, working space, and manpower, as intended for the successful biddings in the national competition. The strategy will continue to formulate the sectorization strategic team whose members include key of twelve staffs (Fogg, C.D, 2012). Their role and responsibility are to select the project units and evaluation, as well as to prepare for the detailed support plans. The third strategy to address a strategic change in V2020 will concern the aspect of financial administration. For a radical decline of youths generation in the near future will jeopardize to satisfy the legal quota of admits, hence, can well bring a foreseeable risk of management, finance and budget. This threat can be alleviated most primarily by upgrading the quality of education and brand power of CU. The sectorization and research initiative can serve a basic role and would be a cornerstone to bridge the producer (CU) and consumers (applicants). However, the conservative or saving-driven management strategy plays a secondary role to bring an administrative efficiency, and one way to tolerate the financial pressure. CU, in V2020, will endeavor to reduce the overhead and operational expenses. The scope of expenditure will target around a compensation of workers, fees and expenses, operational cost, incentive money and remuneration of the expenses for an employment brokerage, and asset acquisition taxes. The conservative management strategy also requires of an effective use of the space and facilities. Other point of strategy can be illustrated about the fair allocation of resources among many competing units and branches, for example, language institute, life-time learning center, university plaza, special graduate schools, and liberal education department (2012). In terms of efficient administration, CU will develop a new paradigm for the independence of budget and accountancy on a departmental basis, consumer-specific service and support system, as well as new initiative for the administration specialist education (Kotlin, A. D., 2008).

### **The Implementation of Strategies and Monitoring**

Most important in the implementation of strategies would be the M&A process to concern the departments strategically critical. The restructuring plan will be implemented on two phases for the initiative and focus during 2013, and follow-up phase through post-2013 years. In the initiative and focus, the shape of basic transformation will be determined and implemented several years through (Aguilar, O., 2003). This stage is expected to see an intense conflict and tension among the stakeholders, particularly from the faculty of merged or worse conditioned departments. As stated, the process design was carefully arranged to identify the strategic issues. A channel or forum to discuss was ensured for an effective communication and mutual agreement through the followers and leadership (Fogg, C.D, 2012). A retreat and follow-up meetings were scheduled for an authentic commitment, trust, prudence and consideration. The criteria for a M&A are provided in the clear and agreeable fashion to minimize the troubles,

misunderstanding and controversies. A redundancy of taught subjects and competitiveness of department are two key elements to assess. On these elements, the departments will merge among another if the extent of similarities and redundancy are found beyond 40 percents. A voluntary merger also is implemented through the inter-departmental negotiation and concession. Other aspect of implementation triggers a reduction of student quota compulsorily by ten percents on the condition that the department were to perform the worst of 20 percents within each group of assorted disciplines. In the post-2013 phase, the initial implementation would be updated and assessed in continuance through the end of planning period. The Competitiveness Assessment Team will annually report its findings for the campus leadership (Aguilar, O., 2003). This offers the basis to reassign the student quota. In principle, the upper 20 percents class in the competitiveness review are allowed to increase their student quota, and the lower 10 percents are mandatory to reduce by ten percents. In the worst cases, the department will be abolished when it performs the lower ten percents two times. Through the implementation phase, two pillars should be constant, i.e., the standing system to readily evaluate and assess as well as codification of criteria on the merger and reduction of student quota (Fogg, C.D, 2012). This aspect of implantation as well as corresponding elements on the monitoring and evaluation was charted in the following diagrams.

(2. **Implementation and Monitoring V2020**)



CRITERIA/ ASSESSMENT REVIEW	<ul style="list-style-type: none"> <li>● QUANTATIVE INDICE TO SHOW THE PERFORMANCE OF DEPARTMENT</li> <li>● DATA FROM PUBLIC DISCLOSURE REQUIREMENT/EDUCATION COST &amp; RESEARCH OUTPUT FROM INTERNAL RECORD</li> <li>● INDICE COMPOSITE AND GRADE POINT (BASED ON THE CHARACTERISTIC OF LOCAL</li> </ul>
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	PRIVATE UNIVERSITY
INDICE COMPOSITE & METHOD TO ASSESSMENT	

① EDUCATION COST (20%) : RATIO FROM TOTAL EDUCATION COST / TUITION EARNINGS

- Bursar Account : (Faculty Salary + Operation cost + Research & Student Expense) - {Income Related Expense + Other Expense Unrelated with Education Cost (Interest Payment/Miscellaneous)}
- Excluded From Education Cost
  - Income Related Expense
  - Financial Support In International Programs
  - Accrued From Campus-Industry Project
  - Other Unrelated Expense
- Apportionment Method
  - Direct Apportionment : Faculty Salary, Departmental Operation Cost, Attrition Cost For Exclusive Use Space, Departmental Staff Salary
  - Method on Faculty Salary : (i) Education Cost Per Class = (Salary x Class Hours)/Total Class Hours (ii) Departmental Cost = Per Class Education Cost x (Total Audience For Department/Audience For Each Class)
  - Indirect Education Cost : Staffs Salary for Main Administration and Institutes, Operation Cost of Administrative Branches and Units, Attrition Cost for Shared Space
- Grade Scale Table for Education Cost

Top Grades	Below 80	80 Points
Upper Grades	80.1-90	75 Points
	90.1-100	70 Points
Median Grades	100.1-105	65 Points
	105.1-110	60 Points

Lower Grades	110.1-115	55 Points
	Above 115.1	50 Points

- ② ENROLLMENT RATIO OF STUDENT (30%) : ENROLLED STUDENTS/STUDENT QUOTA x 100
- ③ EMPLOYMENT RATE (30%) : INFORMATION FROM HEALTH INSURANCE DATA BASE AVAILABLE FROM PUBLIC DISCLOSURE RECORD

- Employment Rate on the Data Base of National Health Insurance

$$\text{Employed} / \{ \text{Graduates} - (\text{Graduate School} + \text{Military} + \text{Disabled} + \text{Outside Insurance Policy} + \text{Study Abroad}) \} \times 100$$

- ④ RESEARCH OUTPUT (20%) : PER CAPITA RESEARCH PERFORMANCE POINT FROM THE CAMPUS RECORD

- Number of Full Time Faculty (a)
- Total Research Performance Point (b)
- Per Capita Research Performance Point (b/a)

### **The Organizational Future Vision of V2020**

The vision statement of CU has to be concise and conveys a message in any express and readily acceptable forms of expression. That should touch on the focal point of desired goals to implant clearly a visualized receipt to the audience. It should be explored in consideration of most effective ways to communicate the ideas and meanings to the addressee. The vision statement can operate as a point of reference and created the followership essential for the organizational change or restructuring (Millett, S. M., 2006). The vision statement often includes a definite terms of quantity or clear message of qualitative nature, and often gets better with a higher transparency. It would be a yardstick to measure the skills and sagacity of strategic planners, and representative part of whole strategic plan (2006). V2020 would include the following vision statement: “CU would relentlessly pursue an innovation and reform to continuously implement the five core of vantage points as well as to achieve ten goals in focus and priority. CU, in the commitment to build-up of trust, harmony, unity and innovation, will head forward through the maximum happiness of university family. CU will enter around a 15<sup>th</sup> rank among the national universities by 2020.” This vision will be enabled by mounting on the five core of vantage points (Zollo, M., Reuer, J. J., & Singh, H., 2002). First, CU will ensure the soundness of finance and budget by the innovative strategic management. To this end, the university income will diversify its source from the traditional high dependency on tuition that the ratio of tuition will be reduced to half of total (ranked 30<sup>th</sup> among the national universities). Second, CU will breed a creative social elite, and focus its time and energy on the improvement of employment rate. The employment rate at the time of graduation will rise up to 70 percents

(ranked 10<sup>th</sup>). Third, CU will keep pace with the global concept of higher education, which promotes the intake of oversea students and invigorates the international exchange programs. The ratio of foreign students enrolled in the degree program will grow for 4.5% (ranked 20<sup>th</sup>). Fourth, CU will strengthen the campus-industry network and cooperation by means of the flourished research. The research project funded by the exterior institutions will increase at 1.2 (ranked 15<sup>th</sup>). Fifth, CU will direct its ways for the maximum of members quality life and their happiness. A national reputation ranking would improve at 35% (ranked 15<sup>th</sup>).

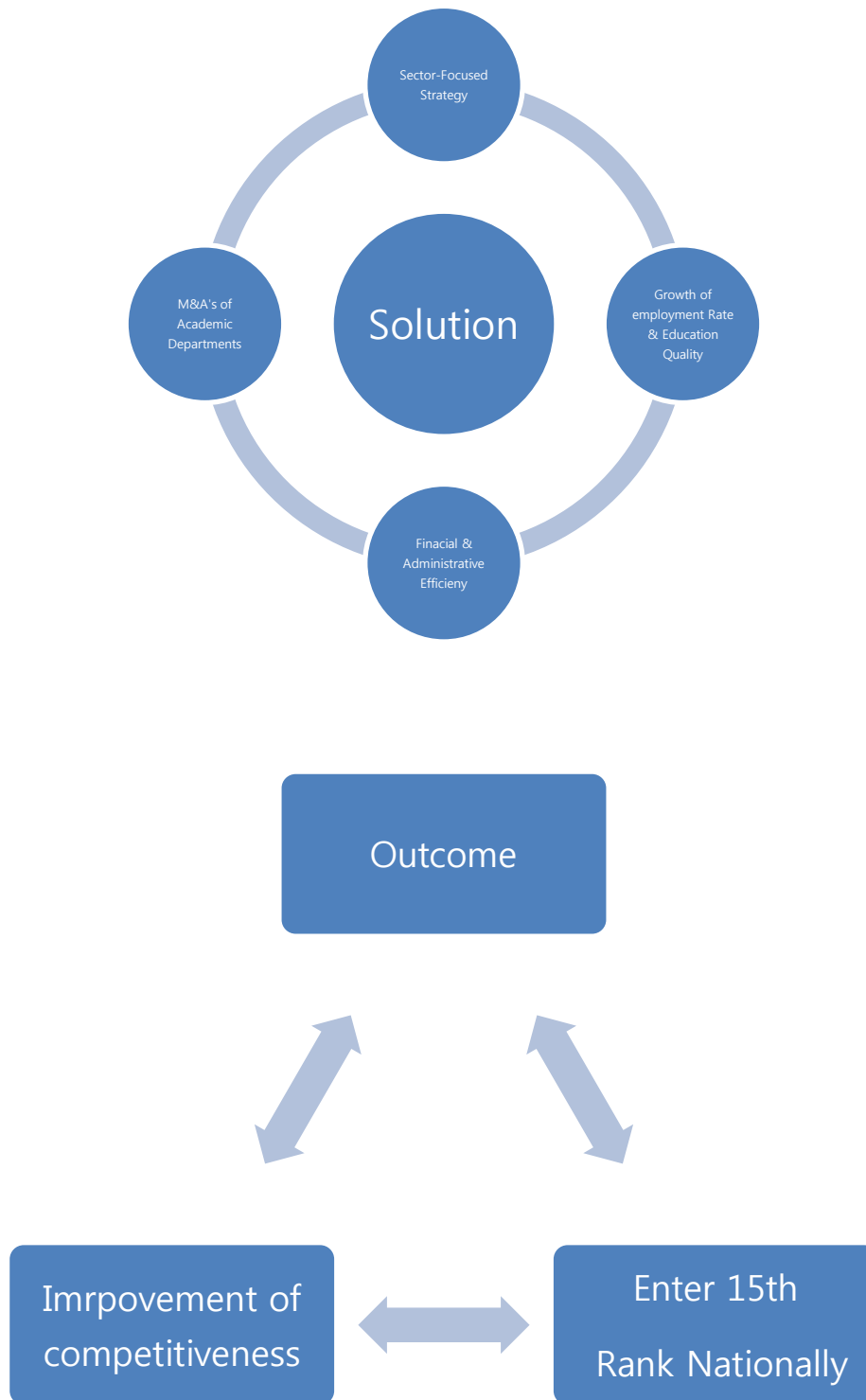
For the accomplishment of five vantage points, CU will continue intensifying on ten strategic goals (2002). It innovates for the efficient administration and creates a for-profit business or enterprise. CU will restructure several academic departments by the M&A and improves the quality and competence of students. It also intensifies a support to boost the start-up companies. CU will promote the In-English class of major subjects, and make an efforts to hire a foreign professor. It also encourages the international exchange programs for the students. By providing an incentive system, CU will encourage the campus researchers to be a most beneficiary of national projects. CU will strengthen the network and cooperative ties with the fields of industry. CU will introduce a departmental concept of budget and audit as well as prioritize the increase of givings and donations.

### **The Plan Adoption of V2020**

V2020 has undergone through the phases of planning process, beginning with the mission and vision statement, stakeholders' and SWOT analysis, identification of strategic issues and strategies to address them. Now the plan needs to be placed to seek an official adoption. According to Bryson (2011), the plan adoption actually is the culmination of strategist work as coupled with the vision summaries. The documentary form of strategic plan and vision summaries ideologically and practically represents the desired place where the organization intends to reach (2011). It shows major points that the leaders and followers should make a strenuous effort to implement, feedback and monitor, and recycle or revise the strategic process. We can find three basics to factor in the plan adoption, which would be "problems, solutions, and politics." While the first two largely remains in the expertise and technicality of planners, the politics would be the point that each organization or the context of planning process can well diverge to successfully penetrate through the official adoption. The first two may merge if the nature of planning process allows, notably, for the small scale plans. On the other, the hard nature of legislative approval may fail the adoption, and the kind of plan under the firm commitment or auspice of powerful players, as in case of private firms and CEOs, may have much more chances for approval (2011). This aspect of politics in V2020 actually has been serious over the months since the plan includes a loss or injuries for the merged departments. Therefore, the plan was pushed carefully to persuade the aggrieved professors and staffs, as well as pursued in open context of free debate or mobilization of firm agreement. Overcoming the controversies and complaints from several groups, the plan had been finally adopted by the Chancellor with the advice of the Commission of Academic Affairs (CAA), and soon after, the Board of CU approved the plan in this May. Let me brief the final form of strategic plan and create the vision for the future. The use of diagram can facilitate a more effective communication with the leadership and followers.

### **(3. Strategic Goals and Issues of V2020)**





(4. Vision of Chosun University 2020)

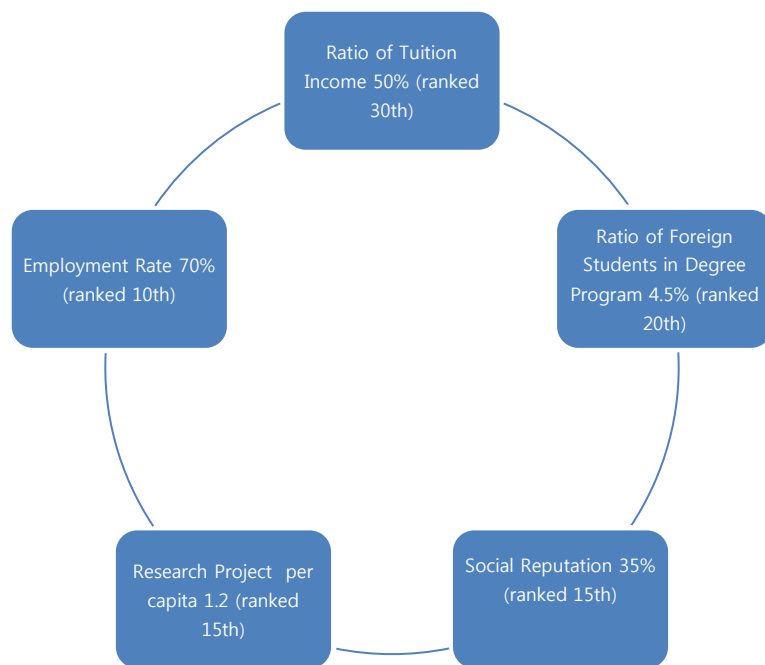
Fields	Strategic Goals & Issues	Responsible Units
<ul style="list-style-type: none"> <li>• Finance</li> </ul>	<ul style="list-style-type: none"> <li>• Conservative Paradigm of Expenditure</li> <li>• Profit &amp; Business Concept for Financial Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning Bureau/Human Resources Department/Bursar &amp; Budget Branch/Facilities Management</li> <li>• Business and Profit Project</li> </ul>
<ul style="list-style-type: none"> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;A's of Academic Department</li> <li>• Inter Departmental Competition</li> <li>• Quality Liberal &amp; Professional Education</li> <li>• Linked Concept Between Undergraduate and Graduate Education</li> <li>• Foreign Professors/International Exchange Programs/On-Line Education</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning Bureau</li> <li>• Assessment and Evaluation Force</li> <li>• Academic Operation Unit</li> <li>• Faculty Learning Aids</li> </ul>
<ul style="list-style-type: none"> <li>• Research</li> </ul>	<ul style="list-style-type: none"> <li>• Sectorization Growth Strategy</li> <li>• Industry Network</li> <li>• Strengthening Incentive System</li> <li>• Track System</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources Department</li> <li>• Research Support Branch</li> </ul>
<ul style="list-style-type: none"> <li>• University Administration</li> </ul>	<ul style="list-style-type: none"> <li>• Independence of financial Accountability on Dep. &amp; Units</li> <li>• Consumer-Specific Service</li> <li>• Administrative Education</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning Bureau</li> <li>• Bursar &amp; Budget Branch</li> <li>• Human Resources Department</li> </ul>

(Vision of Chosun University 2020)

## VISION OF CU 2020 (V2020)

HARMONY&COLLEGIACITY/INNOVATION/  
HAPPIEST UNIVERSITY

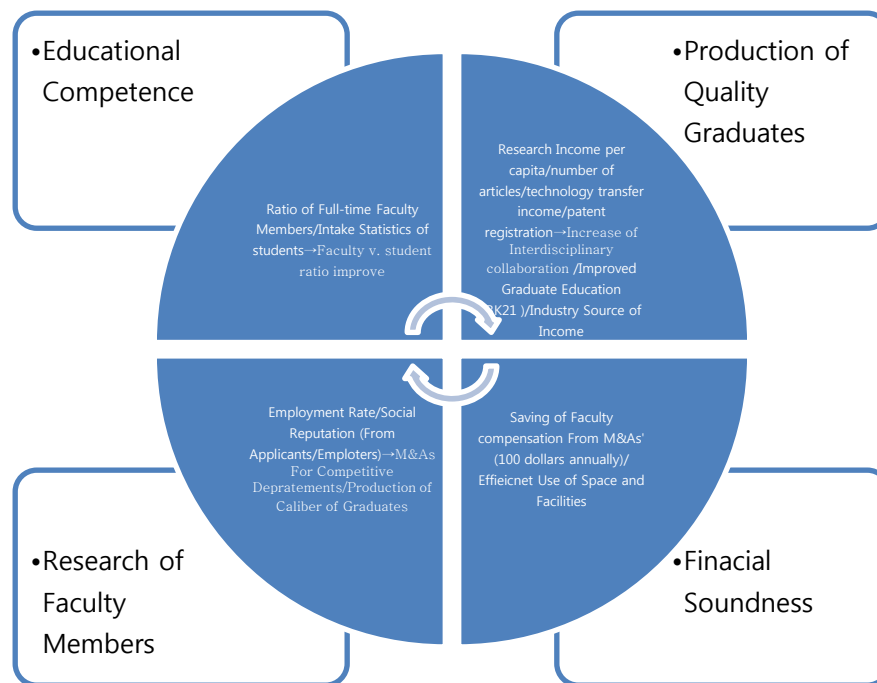
- Ranked 15th Overall Nationally 2020



**(The Vision V2020 and the Place CU Will Reach)**

CU Will Increase the Competitiveness as a Regional Core By Way of Annual Assessment of Departmental Competence.

CU Will Readily Respond to the Change Demand of Environment By Way of M&A, Management Rationalization & Innovation and Quota Adjustment & New Departments



### Reflections

On the stories from our neighborhood, we can know several points of nature about the strategic studies or strategies in themselves. First, the strategy actually is present in every context of biological and organizational lives. For example, old men's humble meditation of whether to

pursue on-line studies or not may be a simple case involving an individual. This is not to say that CU Chancellor is old, yet self-assessed intensely and swayed about the launch of V2020. This case can be properly considered more imploring and inextricable given the obvious challenges. However, we can know that there would be present one time to mediate and embrace the plan amid his campus election and to decide an initiation of strategic planning process with the responsible strategic team (Burke, W.W., 2010). We also have a plenty of national institutions named with the words of diplomacy and strategy, which are devoted to the study of foreign affairs. The Green Peace group may have to develop the strategic plans in the process of expanding the network or alliance. Chomsky or Zizek, who had long been concerned with the same area of research interests but allegedly share less agreements or understanding, may exploit their time of preparation for their conference in ways how to strategically facilitate a mutual comprehension about the grey areas of their proposition or theoretical holdings. They also consider the ways for any more extent of sharing or findings of common ground, and possibly some mutual vindication about their intellectual posture. I also consider it should be strategic if divergent each other in the linguistics, national or social background as well as the distinctive tradition between the continental Europe and America in practicing a discourse of philosophy.

So I consider it would not be incorrect if we say the contemporary human beings “homo sapience or animal of strategy.” Now almost all cases of various organizations practice a strategic planning process from just one page of mission statement through a scope of details in coverage of the mission, future vision, goals and issues, strategies and implementation as well as monitoring or evaluation system, and so. Given the challenges are more threatening, the need of strategic planning process correspondingly escalates as we review in V2020. Aristotle classed the intrinsic of human beings as “political animal.” Some commentators highlighted an economic agility of human beings, hence “economic animal,” never solely for the Japanese. Other context was concentrated on the use of tools that the humans are unique among the biological objects on earth. Hence we can say the “homo sapience of tools.” In this line, we have the nicknames, such as “homo sapience of using fire” or “homo sapience of walking straight on the backbone.”

The concept of strategy would be from the ancient times, but its salient feature or universalization, at least its frequency inside our mind, should be seen typical in the primacy and stalemate of liberal individualism or dominance of neo-liberalism (Bryson, J.M., 2011). I also might be proper to class it at the mid level between the “homo sapience and animalistic” since it is not simplistic nor easy framed unlike the politics or economics. It is animalistic on one hand since it persists, strategically worded, and in the most, has a prime objective to outrival other competitors and survive their person or organization. It is connected with the survival of organization avoiding entropy or death of equilibrium. It is pivotal to vibrate the organizational lives, and touches directly on most of “direct, palpable, practically feasible, enforceable, achievable” in ways of “multiple, interactive, mosaic, procedural and progressive, networked dynamism.” Within the disciplines of strategic planning, either a framed concept or ontological discourse in any absolute assumption or indoctrination often retreats, rather, some practical and competing realism would more saliently be exploited (2011). Hence, I consider that this discipline tends to forefront at the upheaval of contemporary glocalised community and to be most widely workable than any other branch of science. The impression is that it is a kind of Avant Garde or post-modern exertion of humans and amorphous or ephemeral as indefinite depending on the circumstances by which each man and organizations are surrounded. This context of dynamism can well flavor in V2020 now pursued by CU.

It would be of human nature since it creates, in the end purpose, the public value and approaches the strategic planning process in ways of science, data, analysis, and steps of exploration to the final documentary form. The formulation and adoption of plan also shows this dual aspect, for example, if we learn “*Remember that logical incrementalism can be very effective, but sometimes a big win is the way to go.*” (2011). A big win could improve the plan as in the final adjudicatory role of CEOs from various competing ideas, which may be animalistic, yet would be humanistic with attempts and logical incrementalism. This context has some niche of interchange between the strategic planning team or stakeholders and CU leadership. As the Faculty Board is powerful in the political geometry, the official line of authority can highly fall in conflict and dissention with the Faculty Board. This has been true during the initial year of 2013, and perhaps can recur in the future if at a slim chance. Logics and argument are prime tools to communicate and educate for the leadership, and vice versa for the aggrieved professors and lecturers. Their disagreement or protest would be a critical point that we share to concern. On the other, grand compromise or big concession is ultimately necessary to support the progress of V2020. This is the only way to reach a big win, and likely an essential prerequisite to produce the public value (2011). This implies that strategic planning process also is of human and diplomatic nature.

The next point of my meditation about the strategies and public policy is that it is destined to be specific often centering on the organization other than abstract audience or vague addressee of theory or philosophy. Therefore, the general strategies will fail if the specific steps to implement is absent (2011). This context may be encountered in the above of V2020. It may come in trial and error, pilot testing or sustained exploration, and could be matched with the perception of Franklin Roosevelt. The strategists may explore and do testing if the complete or best ideal form of plan is hard to achieve (2011). However, they may pursue an “as is plan” under the concession of grand plan, often a more comprehensive and idealistic picture of end outcome. That perhaps can be analogous to the status of two scholars who can share the ideals, but diverge on the specifics. I also consider the possible dissention between the Faculty Board and CU leadership in that viewpoint. They actually are lovers of CU, but just disagree on the specifics or action plans. The power struggle of both group should have to find the points of compromise and the strategic change cycle of V2020 has to be orbited onto the continued track of organizational performance. It would be stupid to set back from a controversy, mere argument for better plan or deference, which may contribute to miss a timely response.

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## **IX. Nature, Benefits, Limitations and Pitfalls**

### **The Nature of Strategic Planning**

Strategic planning has the elements in scope which serves a purpose of an individual and organization. The concept is placed in contrast with the quality or performance improvement, in Gunn's understanding about the currently dominant practices of business (Strategic Futures, 2013). The performance improvement is traditional, simple, mostly tangible, focused and most defined dealings to lead or manage the organizations. It is likely a pure concept that the managers or administrators would be reliable about his agenda. Hence, the improvement of production output from ten dollars of unit cost by two times than previous year should certainly be that. The concept of strategic planning may involve this aspect, yet to be comprehensive, participatory, adjusted, networked in collaboration, cooperation, and coordination, cyclic, transformative, as culminated at the vitality or biological strengths of organization. Hence, he likes to see "transformative" more proper than "performance improvement" in the contemporary organizations. If we like to improve a production output, it would be effective that we may recruit a more competent mechanic at the same price as before. This may be a central focus for the earlier operational researcher or industrial scientist.

The organizations, however, may face a trouble from unconcerned reasons. For example, the group of new mechanic may not be sociable or compassionate with their peers when a homogeneity of labor or skills is broken, but is not properly adjusted. If the product is of a GMO nature, the unexpected civil vigils against the type of food in Europe may incur a serious loss to the company. Given the standard of patent or intellectual property, Sam Sung should suffer a tremendous amount of dollar damages and loss of market even if they entertain a competitive edge of quality production performance. I suppose, therefore, it highly recommendable, that the guide of strategic planning for the small business in USA includes a contingency plan (U.S. Small Business Administration, 2013). However, it needs to be noted that the lack or least of strategic planning may increase a risk of management failing for the contemporary organizations (Strategic Futures, 2013). As Gunn mentioned, the final destination of strategic plan would remain with the nature and reason of existence of organization (2013). The quality or performance improvement may have much share of it, but is not a satisfactory condition to this end purpose. Strategic planning includes an interplay between the nature of organization and environment which requires engineering the organization and mobilizing the manpower in the systemic way toward a desired place that the organizations intend to reach (Special Libraries Association, 2013). It is therefore not partial, nor discontinuing, but integrated settings to be monitored and evaluated constantly through the change cycle. For this reason, the plan itself is not important, but planning is an essence for a Eisenhower's case. Of course, his remark should be received from his situation waging a war, which implies that the nature of strategy or leadership is constant and adjusting, possibly fundamentally shifting, as malleable to the circumstances or environment (Glover, S., 2004).

His saying is highly relevant given our understanding that the world is rapidly transforming, globalization being radically developed, and science and technology being notably ungraded to affect our lives (Bryson, J.M., 2011). That should be seen from the purview of war situation that Eisenhower perhaps constantly encountered as requires squeezing a wisdom and

how to manage or counteract. Then we also can see a conceptual distinction between the performance output and performance outcome. That is the kind of dualism between a combat and a war. If the organization is for profit one, they often may plan to increase a sales or operational income. The increase of disposable income may depend on the decision making dimension of corporation between the shareholders and managers. For this end, they also like to increase a quantity of product for a specific year. This case is typical between the concepts of output and outcome, but may even blur about the goals or issues the organizations place. Some organization may prefer a disposable income as performance outcome, others doing a sales or operational income. This context also can vary in a higher scheme triggering the long term vision of strategic growth.

If the organization is non-profit or has a public service mission, the performance outcome would be evaluated more seriously with the community, public ideals or client's satisfaction. That is principally because that there seems unlikely to have more adequate measure to evaluate their performance outcome. Hence, the public organization has a pattern of organizational mission or vision statement compared in difference with the typical of profit organizations (Special Libraries Association, 2013). Those concepts, in some case, may be interchangeable or relative with how the goals or ideals defined in the strategic plan. For example, the research performance of university could be measured by the number of SCI publication and number or ratio of most cited articles or professors. In this case, the university may consider the former or latter as a goal and final destination that the organization likes to reach. Strategic planning enables to see the forest in whole as Eisenhower pursued a war victory than a mere combat (Strategic Futures, 2013). It can have some point of difference from mere performance improvement about the training of battalion. Of course, given a revolutionary improvement of arms or component of factors as in case of atomic bomb against Japan in 1946, it should be seen as strategy than mere performance improvement. Now and then there have been and are foreign students who like to study for doctorate and serve as a university professor in that country. They begin to take a foreign language test, wrote a thesis, and obtain a degree which qualifies him as a prospective university teacher. Since he or she needs to lecture and perform a research requirement, his or her English proficiency is important to sustain his teaching job. He or she prepared a strategic plan to acquire a requisite level of proficiency, which would be said as quality improvement in our case. However, we soon know that English proficiency alone could not suffice his strategic goals as a professor in English speaking countries. Socialization among his colleague professors, network to research collaboration, outward activities for his home country to increase his profile, and community service or mobilization of support from his natives, and so are also key strategic issues or strategies required to reach his desired place in the future (Strategic Futures, 2013). Given a quality or performance improvement merely explains things partial or remains in a component nature, it would be a combat while strategic planning can be said a war.

This context also is illustrated in the famous contention between General MacArthur and President Truman. MacArthur proposed not to withdraw from the war campaign in Korea in 1950 when the allied forces reached a frontier confrontation with the Chinese army. President Truman feared from a probable expansion of war theatre into the mainland of China, but MacArthur believed that new atomic bomb may clear the issue to overwhelm the Chinese force as five years earlier in Japan. Their views went into dissention, but unresolved. From an official

power of presidential authority, Truman dismissed such a great general. Their viewpoints could not be vindicated in any one way if they were correct in diagnosis of the situation. Whose views should be honored remains a mystery since it involves a scope of difficult aftermath. Assuming, however, if MacArthur massively focused on the superior military capabilities as radically increased by the nuclear concept of weapons, he may not consider a whole of challenges and threats from the environment. As a layperson on this case, we can guess that the president would be a better officer to gather a scope of input and exercise the in-depth political, diplomatic and economic deliberations. He could obtain a wider scope of staff advice and assistance in his decision and implementation. This context, in any way, shows any points of strategic plan and traditional ways of performance improvement. Strategic plan sees a whole of picture comprehensively, being intensely interwoven with the mission, vision, goals and issues, strategies, and monitoring, and keenly interactive with the leadership (Special Libraries Association, 2013). They are relative with the goals concerning what is a strategic planning or merely performance improvement. Hence we can distinguish between performance output and performance outcome (Bryson, J.M., 2011). If the strategic issue were to be a peace keeping operation and non-use of massive weapon, MacArthur's position must be merely a performance output even if he could conquer the north eastern China. If the strategic goal were to be a world hegemony by obtain a surrender of new communist China, it might be a crucial strategy to be implemented and monitored.

### **Benefits, Limitations and Pitfalls**

We can learn essences of strategic planning from Gunn's summary in view of its benefits, limitations, pitfalls or challenges (Strategic Futures, 2013). Based upon the above description, I like to comment some of my viewpoints.

First, strategic planning enables an individual and organization to have a reason for existence. That is particularly starker if the contemporary citizen and organizations face a high speed and radical transformation of technology, science, and paradigm. This nature or external factors or environment generally provokes a new concept of public value and new ways of approach in leading and managing. The competitiveness pressure is mounting and an individual or organization would be more sensitive about an adjustment and survival. Hence they may behave like a soldier or General in the combat or war, and the contemporary context of human or organizational paradigm could be said as strategic. That could also apply to the foreign native professor who would be as similar as small business in USA (U.S. Small Business Administration, 2013). He or she may mark a diary to increase his competence and social support, which should be a reason for his existence and enables a mosaic of goals, issues and strategies to meet a tough job requirement.

Given this benefit of strategic planning, the pitfalls we need to heed is quite obvious. Strategic planners better turn to see the human nature of organization. This is not to deny that it has to be serious and impressive, but based on the objective and scientific assessment being preconditioned. This is also not to say that its should be philanthropic or benevolent to the community (Novitski, B. J., 2008). That could be another pitfall to make the strategic plan merely idealistic and impractical. It means that the strategic plan is actually engineered by personnel and system of social nature. An undemocratic or poorly communicated nature of strategic plan is

undesirable and can fail in high chances. Eisenhower's words, "planning than plan" are not a pun, but can simply get insightful that humans and context are always ongoing. That is not merely a case for the war situation as frivolous or capricious, but the present environment and the nature of strategic planning can also be similar. One pitfall for the strategic planners would come this way that they just plan and easily stay.

This aspect also has limitations such as higher norms and authority as in the case of MacArthur. The Los Angeles County's strategic plan can be a sample that was rationalized through a plan, implantation, higher norms and command. We also can find a privacy and personal autonomy exclusively enshrined in each individual as the kind of limitations. For example, the religious belief or conscience of person may be outside of organizational lives

Second, strategic plan can infuse a flesh and blood into the organization. The strategic change cycle enables to shape the head and body of organization, ways of function and interplay, monitoring or evaluation to rectify, recycle, revise, and terminate. Because of the strategic planning, it can have a direction, purpose, goals and issues, and strategies implementation (Novitski, B. J., 2008). It is required even for no troubled firms of all sizes, large or small, if they wish to perform as before. Strategic planning pursues a system building required to bring an organizational change and process reengineering is ever more important than a mere improvement of performance.

One pitfall from this aspect is that the strategic planners may neglect on the details and can fail the plan eventually. The strategic planning can produce a mosaic of network and work system enabling the organizations to reach the desired place. Hence the planners always keep constant without losing a practical mind and eyesight (Novitski, B. J., 2008). We also can know some limitations that the strategic plan needs to avail of contingency plan for an unexpected and uncontrollable event. Predictability may govern the planners in most of circumstances and enables a rigorous system building or process reengineering. Flexibility should be a niche to ensure from the limitations of human wisdom, to say, strategy.

Third, strategic planning is required to match with the strategic performance management, and the leadership is central to interact with it. This nature of strategic planning brings a benefit, limitations and pitfalls. In all stages of strategic planning, the planning team needs to be grounded on the system, resources, and leadership. It implies that their professional power or intelligence may lead a shape of plan, but should not obviate for abstraction, mere ideals, or showcase. From the line authority and system reengineering, the strategic plan transcends a mere efficiency-driven concept of performance improvement or operations research, but seriously looks into the biological destiny of organization in the whole. This context may be placed in analogy with the emphasis of interdisciplinary studies in the civilized concept of university education. A consillience and fusion with the differing minds or disciplines may help to expand the horizon, and enables to see the forest than wood. Of course, this new wave of learning should take a caution that an imprudent or unscrupulous approach may undermine the essence of each discipline degrading its integrity or aura. This context may apply since the strategic planners make an effort to include key stakeholders or better try to construct an entire organization (Bryson, J.M., 2011). Strategic planners, however, need to be resolute to discard an

irrelevant or unnecessary option or alternative that a simpler or most impressive items can be finally crystallized.

Fourth, strategic planning enables a learning culture and ways to grow an organization and its members. This benefit also entails some limitations and pitfalls. While the industrialization progresses, particularly from the radical transformation of contemporary times, the higher education likely turns to be merely basic or general. This means that the most practical or readily applicable knowledge and wisdom would vastly be from the access to and experience from the workplace, public media and other sources of non-academic nature. The internet and development of communication technology actually generated a new mode of human interaction as we see Facebook, Yahoo, and other social networks. It is also true that some social network service offers a cyber space for the researchers and academicians, as in ResearchGate and Academia.edu. We may see, however, some limitations on the political ground as in China, for example, and massive flows of information or knowledge can cloud the areas of strategic planning or ways to address the challenges. This change of environment, in any way, contributes to increase both an opportunity and threat for the organizations (Bryson, J.M., 2011). Therefore, strategic planning is any more necessary for reasons, i.e., increased external factors, new strands of change involving a paradigm, community, organization and its members themselves, and so. One pitfall arising from this context is that the leaders or planners may be ignorant of scientific discovery or findings. The traditional nature of workplace had been simpler to earn their living wage or so, however, it now is the place to interact with, adjust to, and learn the environment, community, and new requirements demanded from the workplace. Hence, a wiser manager may implement a flexible work time for their employees as in Google. Strategic planning is a key instrument to communicate and offers a focal point or the kind of roadmap to grow and learn. It perhaps would be a kind of bible that the leadership and followership converge and share. Hence it is critically important to effectively communicate it to the followers (2011).

Fifth, Strategic planning can be a kind of soft law in view of its role as a standard or norm to govern their work commitment. Hence, the employees and even employers could be trained and tamed as a civilized citizen which would be a prerequisite for the modern democratic regime. Given an idealistic practice involving the community value or so, a benefit from the strategic planning would more likely increase in view of its positive contribution to a modern democracy. By learning as well as orienting their minds and attitudes, they can respect, regulate, and be accustomed to the society and modern democracy. With the general role of workplace in this aspect, strategic planning is considered surely most important to serve the social and community value. One pitfall from this context may arise if the leaders or managers may rely on this measure, i.e, regulation and compliance, too excessively and neglect on the socialization or boost of morale by an encouragement or incentive system. One limitation would come in the context of modern trade unionism or exodus into a private sphere.

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## **X. Globalization and Strategic Planning**

One entrepreneur was once asked, “how much do you think Korea was globalized?” He commented eagerly about his business situation during the past twenty years and got serious about its impact and consequence. As I am not a business person, I can not exactly tell the extent of impact. However, we soon easily identify many of signs which are tangible to illustrate. McDonald was never present in 1970 Korea, but now a usual place to have a lunch in Korea. Incheon airport became a world best one in three consecutive years that a number of foreign airlines patronize to transport their carriage and passengers. For the underdeveloped context of nations, globalization mainly approaches as the kind of economic development and import of foreign capital or quality labor. For the developed countries, globalization means their export of capital and perhaps increased diversity of workforce. The labor mobility is a sensitive issue that would be restrictive; hence the cultural or system concept of globalization may come into our mind. Of course, this understanding is relative and a matter of extent varying with a case by case. For example, the impact of globalization and its consequence may not be the same between the US and Holland or Denmark even though they are developed economies. To answer the impact of globalization on the strategic planning process, I have draw upon some points of consideration and add some thoughts on promenade.

### ***1. A multiplication and diversification of external and internal factors, authority and higher norms in control are typical.***

The organizations now often face a scope of exterior variables which had been traditionally settled, but now changing and which arise in a new transformation of society (Strategic Futures, 2013). The organizational settings and performance traditionally had had its whole with the external and internal factors which are seen in some of pattern and simplification. That is generally not true with the contemporary organizations (Korukonda, A. R., 2006). These dimension comprise a key of strategic planning process that the strategic planners often play the under expanded variables directly or indirectly affecting the change cycle. For example, a recent dispute between Apple and Sam Sung involving an infringement of patent rights affected them seriously which aggravated a globalized market of new product. Their contingency plan also should undertake such hardsome and unclear prediction about the attitudes and policy of each national court as well as varying nature of pertinent domestic laws. The contemporary organizations have to be vigil to find a better investment of locale because of deregulation and trade liberalization as in the Korea-US FTA. They also have to consider the impact of foreign workers provided if the globalized management brings a diversity in the workforce(Novitski, B. J., 2008).

### ***2. A high speed of transformation of society and change demand from the environment is ever more pressuring***

The globalization and free trade are necessarily associated with the hawk eyes of capitalists that the skills and technology, capitals are fast imported and shared (Glover, S., 2004). This generally incurs a high speed of societal transformation and the change demand brings a crucial role of strategic process to survive and improve the organizational performance. Even for the consumers like us, this phenomenon is palpable and demanding to change. So suppose how it

would be serious and consequential for the organizations let to compete and struggle. This increasing pressure can be viewed to make the strategic mind and practice indispensable and rampant across the individual and organizations (U.S. Small Business Administration, 2013). This point also influences the mode of strategic planning process since the communication and exchange of ideas are facilitated and instant (2004). Now a video conference is a normal way to manage the multinational corporations, and valuable information can be transmitted easily and frequently. The time to turn on the strategic change cycle would be shortened, and any more frequent context of top leadership can be practiced. “Planning other than plan” as adverted by Eisenhower would now truly be realizable.

### **3. *The paradigm or concept of strategic elements shifted to accommodate the context of global village***

Globalization, per se, has significantly restructured the paradigm or concept which the organizations traditionally embraced and enjoyed as a ground to practice (Korukonda, A. R., 2006). The extent of transformation could vary across each organization, but I consider the private and for-profit organizations appear to be most agile to accommodate a new paradigm and concept. A next class of organizations would be a big scale of higher educational institutions which are academic and undertake a leading role to disseminate the information and cultivate the public. A final class perhaps least impacted would be a governmental branch obviously because it is, inter alia, nationalistic. The other class of public institutions would be grouped in a varying degree, and keenly affiliated with the specific goal of that organization. For example, American Red Cross or Hunger-free African Children of Korea would be more open and may interplay with the concept of global village. However, the Right Wing Parents Association of Korea would be conservative and more nation-focused. In some cases, organizational roles may be seen in other light or understanding from the past provided that the health care system or public health would be rearranged with the economic paradigm, climate change or environmental paradigm. We virtually witness no cases that the universities and colleges omit such words, “world class,” “brand value,” “globally renowned,” and so, as a component of their mission statement or vision declaration.

### **4. *The utility and role of strategic planning process are ever more challenging and indispensable***

This point would reiterate that the organizations now experience a square of threats or challenges and competitive pressure or change demand (Strategic Futures, 2013). For instance, the farmers of Korea now have to undertake those of US and Holland as a competitor in the global market. The ship construction industry of Korea is world best that the same of EU may consider Koreans unfair because of the actionable government subsidies in the WTO context. It posed the challenge which threatened the credit of national government and incurred the decline of ship enterprises in Korea. Absent a constant vigil about the environment and competitiveness of organizations, they would perhaps drop out from the arena of global market. It is indispensable in other sense that the farmers of countries in some of same concerns and interests may cooperate or collaborate to thrive equally themselves. This outcome has been real between Holland and Korea, now that they share the farms of plants and fruits in Kangwon-do, South



Korea. This idea of collaboration might perhaps be from long years of mindful deliberation to find strategic ways to survive.

**5. *An expertise of strategic planning process has grown to flourish, and the stakeholders or players, leadership tend to temper with the political power and influence to find a best solution.***

The complication and multiplication of various elements within the strategic planning process likely increase a professional identity of strategy expertise. One of phenomena charted in the new millennium of Korea is that we can identify many of shingles and public ads, such as coaching, mentoring and management consulting. Many of organizations often seek a professional advice or employ a consulting service to meet the whole of strategic planning cycle. In this shift of dealings, however, one needs to note that key employees or staffs have to participate to share the planning process (2013). That is because they are the most knowledgeable personnel about the organizational strengths, weaknesses, compassion, political atmosphere, and interests of key stakeholders. An expertise and professional service are often just it themselves. Instead, the initial agreement or process reengineering fairly should be interplay among the interested groups. Hence, the leadership role in the strategic process should not be neglected, which requires a presence in major events and common awareness or correctional command when necessary. These two dimensions increasingly would combine to engineer a contemporary strategic process.

**6. *A collaboration, cooperation and coordination turn to reshape themselves with a new concept of global network or requirement.***

The role of three Cs in the strategic planning process would be impacted by the globalization. The scale of three Cs, among others, tend to get expansive and came to be internationally required of reshaping a traditional understanding concerning their dynamism and zone of operation (Korukonda, A. R., 2006). Now the contemporary organizations, as we see in the case of Coca cola, have to respond to the diversified context of global management. The strategies and tactics may well differ to address a local traits and market demand. The Hong Kong branch of Coca cola would not exactly be same with the US domestic headquarters or market in terms of sales increase strategies. The globalization also contributes to the diversity of workforce. A multiculturalism or support of disabled in the workplace and disadvantaged female cadre in the context of promotion would be a most notable issue that the global enterprises are stumbled with the new concept and requirements (Novitski, B. J., 2008). Global organizations engaging in the joint venture agreement are prone to interact with the government of host countries. They are now required to comply with the Code of Conduct enacted by the UN General Assembly. This kind of norms likely operates to shape a proper form of collaboration, cooperation, and coordination. Hence, one impact would be that a multiplicity of norms and authority should be present to interplay with the organizations and affect the traditional pattern of 3 Cs.

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## THE REPOSITORY OF SOCRATIC CONVERSATION

[Week 1]

Kiyoung Kim

Posted Date:

June 8, 2013 2:17 AM

Hi. Jason. I also know about the organization. The environment is important not only for ourselves, but also for the successive generations. It is a common heritage to preserve, and arbitrary drive for exploitation has to be stalled. Sierra club should have been granted a standing to dispute in the courtroom as a constitutional matter. It is not hopeless, however, to see some of recent cases. Thanks for sharing.

[RE: Dr. Lydia to Simina, Julio, Rosalind, Jacquelyne and Class](#)

Author:

[Kiyoung Kim](#)

Posted Date:

June 8, 2013 2:01 AM

Dr. Lydia.

As you hint, the appreciative inquiry method could serve the strategic planner in ways. A consulting firm or organizational specialist often begins their work of assessing the strengths and weaknesses, and hence, the SWOT formula seems governing. They also employ the positive psychology along with an objective assessment and prospect. Positive attitudes are considered critical to pull up the organization and its performance. One time, I was impressed with the professorship of one colleague. He always starts with his term and each class by asking some easy and simple questions in the inductive scheme. As it is easy, the audience, who should be placid or intoxicated from much classloads, turn to be sanguine to respond and become more active. They feel some of connectedness, and turn on their headlight with positivism and enthusiasm. In analogy, the organization might be one colleague of mine, and the community could be the audience of 20-30 students. Another illustration In actuality, Chosun University regularly holds a community-based criminal law conference which has been much successful. We could house many competitive-edge views and scholarly works from the local lawyers and judicial officers. We encouraged their strengths and intend to lead them to grow and participate. They presented a quality of articles, performed as an eager debater, and their minds were full of pride to contribute the development of local legal culture. The strategic planning to network the CU Law and local judicial people was then formally institutionalized and now reaps an annual success.

[RE: Wk1DiscHDietrich](#)

Author:

Kiyoung Kim

Posted Date:

June 7, 2013 4:19 AM

Hi Heather.

Great post leading to the concept of benefits and costs. It seems to make it more indispensable for a regulatory nature of organizations than provisional ones. It seems tactical and demanding, in case of the police, to communicate the code of conduct or practical manuals to ensure the liberty of citizen, and so. It could be one way to reduce the chances to be embroiled into a law suit, or buy unnecessary litigations. Your point about the communicative aspect of strategic planning is interesting. That is a source of information, and may foster the "battle of standard" in a fair deontology and in some kind of the end purpose of organizations. Pay inequality, actually is a key issue for most organizations and their members. That is also the case in Korea, but mostly made to be less active given the hardships of economy. Some would, however, surge to critique the scheme of employers by pointing to their less investment despite the larger savings in currency and so. They argue it unethical if the employers raise the voice for the sacrifice of labor, in pay terms and conditions, given the highly conservative mainstreams of most big enterprises in Korea. So your point is correct that employees should be properly informed by way of the strategic planning. In a private organization, the consulting firms or extraneous facilitators may engage to prepare the strategic planning. Could it be an occasion in your example, the police department?

[RE: Jenkins](#)

Author:

Kiyoung Kim

Posted Date:

June 7, 2013 3:38 AM

Hi. Juliette.

Lessonsome post particularly for your practical exposure to the strategic plan. Actually organizational life comes in multiple ways, and the kind of your faith and concern deserves an accolade. You have penetrated a painful distortion from the upstaged command, but less exacted to the lower units. The organizational life requires a scope of personality to be stuck for the vast of times and mindedness. As we learn, a strategic planning should actually a routine practice of contemporary governance, and one ways of dominant culture. Therefore, it should be inextricable, but guides "where we are now, where we are to go, and how to reach there." This aspect is persuasive given the high extent of complicacies and less conceptentertainable any readily, as Bryson illustrated in the contemporary globalization and intense intermingling. I see it could be better off if the budget committee were to be more participatory to channel with the divisions and branches. Your voice and perspective, for example, might have had prongs to properly distribute the dollar amount. In any case, the division's effort to adjust is truly commendable.

[RE: Dr. Lydia to Howard, Juliette, Kiyoung and Class](#)

Author:  
Kiyoun Kim

Posted Date:  
June 7, 2013 3:11 AM

Dr. Lydia.

I consider it an important inquiry concerning the vitality of organization. Actually the aspect is really a factor even in view of the biological understanding of organization. I see the organization needs to be networked to interact with the community. For example, I have been heard that UW-madison leads the mid-west for research and innovation making their community one of new cluster of venture capitals. The trends may impact on the traditional centralization across two coastal region in US. UW initiative and endeavor, as coupled with their research foundation, enabled many start-up companies and contributed to the local economy. I consider it a kind of symbiotic relationship between the organization and community. It should come in the light of neglect, or even stupidity, if as a case of strategic planner, to divert this relationship. They can share a benefit and, in vast experiences, produce a synergy effect. It also can be found in the strategic plan of Chosun University, my workplace. We strategically pursue to maintain keen ties with the local community in the plan of keeping the applicant pool less diverted to Seoul. Now many local high school students positively consider to remain in Gwangju, and prefer to attend CU. Their scholastic record gradually represents a higher class than the previous decade, either.

**[Week 2]**

[RE: Dr. Lydia to Simina, Marchell, Shawn, Page, Kiyoun, Nicole, Rosalind and Linda](#)

Author:

Kiyoun Kim

Posted Date:

June 15, 2013 6:56 AM

Hi. Dr. Lydia.

Multiculturalism actually perhaps would be a dominant version to the globalized context of organizations. This dimension involves a scope of considerations in view of difficult strategic issues. To say some, it concerns an organizational efficiency or effectiveness, promotion difficulty for female managers, new millenniums with the different percepts and demographic profile, learning concept of organization and social congruence or harmony, overall quality of organizations and society, and political, developmental or conservative vision for the world future. For the strategists, I suppose that the long spanned issues and those in urgency have to be considered in resilience and as charted in period. For example, I think it necessary very simply, that the planner or CEOs inquire how new generations of worker influence the productivity of organization, and also how the female higher ranks in the organization have spanned during the past ten years? As you pointed, the collaboration and cooperation should seriously center on the concern and strategic planning process. In some case, the state governments incorporate the policy of affirmative action in the recruitment of governmental workers. That concept matters with the culture-focused management. For example, the black workers may serve more intelligently and productively to address the black community of jurisdiction. This idea also can be applied to the Indian Natives and so. This context, of course, can multiply for the multinational corporations. It might perhaps be the best strategy to recruit the locally affiliated caliber to address the needs of organization. That could be practiced by Hyundai for its US branches and the US government wisely posted a diplomat of Korean origin as an ambassador of Korea. Culture and diversity seem much factored for the strategists and planners both in the members context and also in terms of the stakeholder analysis as seen with the blacks and Indian natives. Korean people, who could be a key stakeholder, really fancied and welcomed a new ambassador. Thank you for sharing.

[RE: Wk2DiscHDietrich](#)

Author:

Kiyoun Kim

Posted Date:

June 14, 2013 6:10 AM

Hi. Heather.

I have once viewed TV specials to dramatize the crime lab specialists and forensic experts. They were depicted as a superb professional in the scheme to convince the public. Your post is great to identify their needs for the strategic improvement plan, and perhaps many delicate elements as differ from other context of organizations. I also entirely agree that the phase of future

innovation should be prudently pursued insulated from the public. But how much do you think it is helpful to collect the interests and suggestions from various stakeholders for the future innovation? Do you agree if the government place a restraint from the budgetary shortage or others?

Author:

Kiyoung Kim

Posted Date:

June 14, 2013 5:51 AM

Hi. Page.

For the planner, the layoffs and budget cuts should actually be most painful to undertake. I suppose that the cause of organization lies more profoundly in their members, livelihood, and satisfaction or even happiness. Those would be vast of it, perhaps nothing else rivaled. It seems to outvalue any sublime others, social change or community needs and so. Your carriage of that plan should be bitter as you said. I also know that the manager's competence can be contested in that kind of extreme circumstances. You did well and your idea to invest in new software system also seems great and innovative. You may know that the French regulation theory, in a kind of watchdog for the capitalistic evolution, has studied the contemporary institutionalization and adaptation of capitalistic accumulation in purpose to find the solutions from the Marxian prophecy of impasse. The regulation may vastly come from the government authority, however, other social, ethical and many sources of influence can combine to operate according to their account. In your post, one of interesting remedy seems a mandatory furlough. Is it a paid context or not? Once I have encountered a disappointed worker of private firm in Korea that he should leave for unpaid month holidays? A mandatory furlough should be one wise way to collaborate and cooperate for a common survival in this long cave from the staggering world economy.

[RE: Dr. Lydia to Kiyoung, Shelton and Class](#)

Author:

Kiyoung Kim

Posted Date:

June 14, 2013 5:18 AM

Hi. Dr. Lydia.

I appreciate your thought-provoking question. However, we often see a variety nature of organizations that the context can actually be decided on the ad-hoc basis more properly. The managers or leaders, therefore, may get better off by planning on the initial phase of organizational diagnosis. That might be one reason that many organizations now practice a public and open competition for their new CEOs or chiefs of public branches and others. The strengths and weaknesses could be found more in the aspect of organizations itself, but in other cases, the individual factors from the members. This aspect was profiled in the Week 1 Coca Cola case where new manager pursued a social concept of international management and foreign bottlers. The stage-gate paradigm, also is less effective to particularize in response and collaboration. For the chief leaders or managers, I think that the turnover time needs to hasten

for motivating the strategic planning. For the middle or lower ranks of employees, that would perhaps not be true, but keep them steady about the routine management role or production process. The type of organizations seems to relate, to some extent, with the focus issue about the motivational concepts. For example, the law enforcement agencies would focus more on the organizational strand than the individuals. They often say, "this number of policemen is shorter in resources to adequately respond to the criminal rates in the jurisdiction." In the competitive technology firms, their sigh often echoes, "how can we scout that patent holder or guru of that technological sector?" One example may also be found in the recruitment strategy of US law schools targeting at any most cited law professors or so, in the hope to improve their organizational competence and public image. In theory, however, as Shelton mentioned, the follower aspect is really serious given that the organizational performance is just that of their readiness and empowered engagement in the strategic plan. Given the biological aspect of organizational theory, the importance of individuals and followers would certainly multiply. I suppose, therefore, that it is essential to participate with the representation of followers in the strategic planning process, or least, to incorporate their ideas and wishes. Thank you for sharing.



**[Week 3]**

Author:

Kiyoung Kim

Posted Date:

June 21, 2013 10:54 PM

Hi. Jason.

I like to add a piece of experience from mine. Your point about the informal stakeholders and seniority is really working around many of organizations. For example, the colleges and universities often shingle out the list of adjunct, distinguished or honorary professors. This dealings would serve the organizational goals even though their engagement might be on unpaid basis or out of the regular scope of work frame. One other point you commented also seems noteworthy that the stakeholders themselves actually are a motivating driver. I agree that looking around the stakeholders is a great way to assess and diagnose the organizational problems and issues. It seems particularly cardinal given the bio concept views of organization.

Author:

Kiyoung Kim

Posted Date:

June 21, 2013 10:24 PM

Hi. Lacey.

Thank you for your fine articulation. Very helpful for this week's work. For Enersys, you saw the area district managers as top priority from various possible stakeholders. In aspects, I agree with your opinion. The "management of geometry concept" seems effective and powerful. One other notable example is USTR in direct responsibility to the president. They manage two lines of organizational ladder between the factors, area and subject matters. We often consider the area that the bureaucracies contribute more to yield a final solution. Question: Is this assumption applicable to other types of organization? And what other stakeholders can be conceived in Enersys? Any regulations to compel an inclusion of environmental representatives given its impact might be serious?

Author:

Kiyoung Kim

Posted Date:

June 21, 2013 10:13 AM

Hi. Simina.

Great post to help see the nature of stakeholders. It is interesting to class between the internal and external stakeholders. There would perhaps be the elements of difference, which could concern the ways of approach and interaction, power and interest, or opposition and power, and so. A senior leadership often would be powerful and have a high extent of interest. What do you

think an effective strategy to turn them into an advocate for the strategic plan? In some cases, the mid cadre in direct responsibility with the plan can be more powerful. How do you distinguish legitimacy from power in identifying stakeholders and finding their characteristics? In the context of US Army, what do you see urgent and imploring between the power and legitimacy. For example, the power to declare war is constitutionally conferred on the US Congress. But the president is the commander in chief, the status granted by the constitution, so that he can have more power while the legitimacy often can be found in US Congress. Then the factor of power may outpace that of legitimacy. Do you think the practice of this kind also true with other types of organization? In any case, your view about the learning and communication among between the stakeholders, key players or planner seem authentic for the practice of contemporary strategic planning. That is a great way to generate the public value and common good. Thank you for sharing.

[RE: Dr. Lydia to Sallieu, Kiyong and Class](#)

Author:

Kiyong Kim

Posted Date:

June 21, 2013 9:24 AM

Status:

Published

Hi. Dr. Lydia.

Your question can help to expand the discussion. One way to firmly tie for the advocacy of stakeholders would perhaps be a partnership context. In some cases, the entering into the formal contract relationship might be strategically demanding. It would be a threshold issue for the planners and process design to assess who are the right individuals to be included. In the first chance of sifting and winnowing, the three concepts, "power, legitimacy, interest" could have prongs and serve as the tools of evaluation. The stakeholders may legitimate the plan perhaps because the statute provides so. They might be an immediate supervisor to direct and command. They would be interactive and guide for the success of plan. In my example, the university president would come in this role. On the other hand, the law students of CU Law would be interested, but less connected in terms of power or legitimacy. In the recast of selected group or individual, the planner may need to consider the ways to interact. The partnership and contract tools would offer a most certain basis to turn the stakeholders into the kind of advocate. The nature of stakeholders or social custom and ethics would, in some cases, allow the tools less proper or inadequate. In the CU Law case, law professors are actually key actors to be devoid of partnership or separate contractual relationship. The customer group in other planning or local community in my case is broad to make the partnership difficult or inadequate, but the key components of them may be enabled to enter the partnership agreement. However, it needs to be considered in the CU Law plan that, if the local government were to be a partner, the equal protection of law issues might arise. In any case, I suppose the partnership generally would make the process and plan more effective and productive, so that the names and faces approach can be helped. It can also serve the second stage of review that can downsize various stakeholders into more practically edged class. The tools and substandards, like the partnership or contract possibility and as refines from the initial inclusion of various of stakeholders, to see the quality

of various stakeholders could also increase the quality of plan, and decrease its idealistic, but off-the-business drifting away.

**[Week 4]**

Author:

Kiyoung Kim

Posted Date:

June 29, 2013 9:00 PM

Hi. Dr. Lydia.

Roberta seems quite accurate that the strategic initiative or role of stakeholders arises more saliently if the mandates are not aligned or poorly defined. So basically our understanding about "mandates v. strategic initiative" would comport with the kind of relation which we recourse with the "constitutional convention v. constitution or inviolable concept" concerning the state matter. They are supportive each other while the strategic initiative would be more a creative concept other than stable or definitive. The strategic initiative often interplays within some of defined mandates, but it occasionally redefines the nature or details of mandates. In the first case, inviolable concept of human rights would perhaps be true that even the convention should be limited, but in the second case, the convention could give us a new amendment. This point of interplay would be more dominant in the case of informal mandate. For the formal mandate, such as the laws and regulations, the strategic planner often considers it a given constable to faithfully implement.

Author:

Kiyoung Kim

Posted Date:

June 29, 2013 8:36 PM

Hi. Page.

Interesting and very typical case we often see in our neighborhood. I consider this type of philanthropic organizations really facilitate the social harmony and congruence. It should be one kind of social safety network for the poor and deprived group of society. In Korea, one organization, named Bopper, contributed much to save the possibly starving aged ones. Their funds had been limited, and no major support from sources was available. They, nonetheless, survived in the public spirit and philanthropic enthusiasm of organizational leader. They successfully established a network with the congressmen and ranked officials, and drew the support on a wider basis, but in small bit of extent. As our peer pointed out, the ads were strategic with the imagery and popular appeal, particularly from the artist charisma of organizational leadership. In this case, I found that the informal mandate is highly influential while the formal mandate is virtually absent. I also noted that the informal mandate tends to depend on the leadership, and to be dynamic as well as creative than its counterpart. In your case of Acumen, how do you assess this aspect? Who is a leader, and how much was he successful? Thank you for your helpful posting.

[RE: Dr. Lydia to Class. Innovation and Mandates](#)

Author:

Kiyoung Kim

Posted Date:

June 28, 2013 8:20 PM

Dr. Lydia.

I like to outline several points of importance from the culture of innovation. First, it provokes the needs of strategic planning itself. One reason for the stable firms to initiate the plan would perhaps be because of innovative mindset and ethics. Nowadays, innovation may even be elevated as the kind of ethics for the contemporary entrepreneurship. Second, it provides a cardinal concept and ways of approach that the planners and stakeholders share to track through the phases of organizational change. It gives a standard of assessment about the success and failure of a specific plan. How much the organization turns to be innovated is surely a point of cornerstone which the involved personnel center around every moment of organizational progress. Third, it serves increasing the public relations of organization and its imagery. Fourth, the formal mandate, if it often keeps some to conserve or regulated, might be less friendly with the culture of innovation, but that is not always in that way. For example, the Super 301 of US trade law prescribed a very innovative way of dealings to impose a policing role of unfair trade on the USTR. That is truly the formal mandate to oblige an identification of unfair trading countries annually, but innovative to effect against them. The formal mandate, in this case, is never giving a guideline on which the USTR carries their mission, but some of specific command, likely from the president to the lower offices, to oblige and compel. Many international commentators saw that the usual nature between the legislative and executive powers was perverted, and that also harms the multilateralism of WTO. We consider the act actually working to protect the trade interests of US, and innovative to effectively reflect the wishes of their constituent. The act actually was not declared unconstitutional, but serves the keen stakeholders. It is the kind of congressional strategic planning, and very innovative mandate for the executive branch.

[RE: Dr. Lydia to John, Sallieu, Kiyoung, Julio, Juliette and Glenn](#)

Author:

Kiyoung Kim

Posted Date:

June 28, 2013 7:28 PM

Hi. Dr. Lydia.

Your inquiry is surely proper to see a rapid change of environments these days. Additionally, the context of evolutionary environments would seem to compose the core of strategic concept. If the environment were to be rather constant, we may borrow more safely the theories, tenets, postulates and many other sublime ideals that have gotten through the common minds. So it actually is a condition that the strategists welcome to undertake. In a given particularities, the strategists may identify the current of variables as well as foresee its probable trend. I suppose that the evolution is not just environmental only, but entangled with the leaders and members of organization. It could be assumed likely the Darwinian concept of organizational studies, which I consider as placed in contrast with the kind of charisma, say rants or tantrum, immutability or

despotism, and many others. For the strategists, this aspect seems more rebounding from the latter things of our sense. If we ascribe the formal mandate more likely to the latter, the informal mandate would go more biological or related with the kind of Darwinism. Julio seems accurate between the formal and informal mandates, and about the context of evolutionary environments. The examples Juliette illustrated enable to readily identify the higher and facile solution, in the backdrop of informal mandate, to transform the organization to be effective and strategic. In any case, I see it important that the strategists excise a maximum benefit from the informal context, but in high care to play within the formal mandate. In the least, but for some of reminder, I like to point to the principle of delegation developed by Congress against the Executive. The principle concerns about the formal mandate, but comes, in analogy, likely between the formal and informal mandates in our analysis. The formal mandate, if in the normal situation, seems generally guiding, delimiting, and legitimating an informal mandate as the principle of delegation operates. For the delegating authority, it is useful to erect less hard frames as possible to enhance an organizational flexibility. Thank you for sharing.

**[Week 5]**

Author:

Kiyoung Kim

Posted Date:

July 5, 2013 1:33 PM

Hi. Howard.

Great post to enable to see the nature of strategic plan in the governmental organization. As you introduced, the line hierarchy and influence of sister divisions most likely factor the shape and process of strategic plan. I have two points of inquiry. First, is there any statutory requirement about your organizational plan as like the AAP (Act of Administrative Procedure) provisions? I suppose it important to ensure the democratic process given the nature of organization. Second, if the organization provides training or educational service, it seems critical from the views and opinions of contract personnel as well as feedback from them. How have you considered this context in the planning process? Thanks for your excellent post.

Author:

Kiyoung Kim

Posted Date:

July 5, 2013 12:38 PM

Hi Marchell.

The Polaris Project did a great job to mobilize the buy-in and commitment of deprived class of people. Your point seems highly pertinent to CMC introduced by Dr. Lydia. This post-modern society seems to see a very vulnerable person usually. They tend to be isolated, scattered from the fewer vein of society, uncommunicated and often naturally turn away to be discrete. Their story is just his or small theirs. The concept of public dialogue can offer the chance to express, participate, feel the kind of value, and so. Therefore, I consider it serves many ways, i.e., effective strategic planning, education of isolated public, vibrant democracy of nation, and enriched understanding of our community, prevention of suicide and others,. How does the organization subsidize required funds? Is it a governmental organization? Thanks.

Author:

Kiyoung Kim

Posted Date:

July 5, 2013 12:13 PM

Hi. Shawn. Interesting to allow the context of law enforcement agency. People often feel as authoritative and coercive with the type of agency, but actually they know it is a pillar of public security and protection of life, limbs, and property right. Question: It is a modest size organization. How many times have they operated the strategic planning for the past five years? Any expert consultant was employed to let engaged in the planning process? The human right

abuse by the law enforcement agency themselves occasionally arose as one of social issues. Has this point ever been considered to form a part of plan? Thank you for your nice post.

[RE: Coordinated Management of Meaning \(CMM\)](#)

Author:

Kiyoung Kim

Posted Date:

July 4, 2013 11:02 PM

Please disregard other same response, Dr. Lydia. That was misplaced.

I consider CMM very useful for the strategic planning process. Its use is supposed to come in several ways. First, most of stakeholders prefer to find some of "meaning" in their role or in the sense of affinity as well as utility through the process. They could be sanguine to advocate the plan if they can identify themselves as some of meaning. They could be heated to more actively involve in the process as an advocate-stakeholder, if their identity and meaning can be constructed. This can be in good contrast with the power-focused, and some of monolithic nature of planning. The coordinated communication operates to certainly increase the buy-in and commitment of stakeholders. Second, we are reminded of the evolutionary change of organization in the context of strategic planning. How does the organization or community evolve? Perhaps the perspective of "public dialogue" or wider participation from the ongoing communication and co-construction seems most directly related. That seems the point that Pearce and Cronen stressed. Third, globalization transformed the society to be more diverse and heterogeneous. It should be certainly one motivator to evolve, progress, or for the random mutation in some special conditions. One example may be found in this cyber space. There would perhaps be many foreign Walden students, who would be a stakeholder in view of on-line education. They may bring points of interest, and in cases, could expose some deficiencies in English expression. 20th century American English would not be the same as 19 or 18th century and, of course, from the ancient forms. It evolves, and may seem spoiled for some traditionalists, but to share for the coordination of society. Instead imploring the power of traditional English, the coordinated communication may increase the buy-in and commitment of foreign students. That also might be one way in view of educational mission.



**[Week 6]**

Author:

Kiyoung Kim

Posted Date:

July 13, 2013 5:57 AM

Hi. Rosalind.

Very helpful post to see the context of high technology and organizational change for the sacred mission of tradition. I am also interested in the devotion and community service of Korean Red Cross. I am obliged to donate small money monthly from my salary, and I see it very powerful since it is uniquely qualified to tax. However, I consider this kind of international network could facilitate the universal standard of life saving service. I am tempted to check if KRC also has the digital operations center. I suppose it would lack, and will talk about the need with the concerned people. This kind of charity and community wide collaboration seems powerful to respond to the disasters, but the Korean authority often considers the national bureau would be more effective. Can you say the share of accomplishment between the national institution of such kind and ARC? Thanks.

[RE: Dr. Lydia to Julio, Juliette, Kiyoung, Shelton and Class](#)

Author:

Kiyoung Kim

Posted Date:

July 13, 2013 5:29 AM

Hi. Dr. Lydia.

For the strategists, it seems necessary to consider a scope of short, mid, and long term factors to affect the success of strategic plan. Planners may define the planning process by setting forth a definitive term in effect. A CU Vision 2010 planned and expected to implement over the years ahead is one example we can see the time frame. For the organic approach of strategic planning, the nature may get along with the elements and intrinsic often viewed ought-be constant and indigenous, hence the plan, just in case, may narrate those desired, regardless of the definite terms of period. Most planners, however, would consider the time frame, and have to foresight the sustainability and adjustment o meet the long term variables. In short about my case, I believe that the life-time learning and faculty aid service can improve the negative attitude of key players about the restructuring plan. Their stubbornness and uncollaborative resilience can be alleviated, and that factor seems to be most important for the sustainability of plan. Thank you for your complementary question.

[RE: Dr. Lydia to Class.Relational Leading](#)

Author:

Kiyoung Kim

Posted Date:

July 12, 2013 6:00 AM

Dr. Lydia.

I consider the strategic planning process involves the kind of deciphering aspect against the track and mechanics of organization. It tends to deconstruct the dormant recycling of organizational practice and work pattern, or their general ways of engagement. Therefore, the kind of approach, as illustrated in the relational leading or appreciative inquiry, would help to start up for bringing an engagement and eventually buy-in or commitment. I once noticed how the appreciative inquiry invigorated the mid-level of interaction. That is the context of public lecture where the instructor put a simple question about the topic he planned to deliver. Perhaps the stakeholders or even the key players can be honed with more attention and interest since they can be boosted by such ways of approach. I like to say it the kind of "mid-level interaction" with other two contexts, definitely commercial nature of trade and dissipated form of public life. The interaction is neither a sales negotiation of autos or I-Pods, nor the kind of business to issue a traffic ticket. Therefore, I consider the interaction found in the strategic planning process have these qualities: creative, biological and human faceted, educational, relational, quality of life experiences but systemic or purposeful, and others. As differs from the trade or usual form of public life, it, therefore, can be positively recited if to be relational or coordinated to seek some meaning or feel of decency in this dreary post modern society. Thank you for your leading question.

[RE: Discussion - Week 6 - Response to post - Jenkins](#)

Author:

Kiyoung Kim

Posted Date:

July 12, 2013 5:18 AM

Hi. Juliette.

Thanks for your sharing. For the success of strategic change process, the nature of organization seems to factor at some greater extent. Therefore, the pre-phase analysis of strategic quality of organizations should be most helpful in the process. For the case of higher educational institutions in Korea, the tendency generally can be found to favor an intensification of business concept than any other idealistic rhetoric attributed to the public education traditionally. Chancellors in Korea now are expected to assume the role of CEOs as likely in the for-profit firms. The concept of European continent and traditional Asian ethics about public education seriously tend to wane in the recent decade. An accountability of each department or college in the financial terms is usual across the universities. For the planners, it seems a kind of essential reconnoitering work to evaluate the nature and quality of organization beforehand. The power relations and the ways of governance in view of influence flow or other internal traits, beyond the position power or other formal context of hierarchy, would also be highly pertinent. That might be approached as turfs or structural flaws of resilience, but in any way can affect the outcome of plan.

**[Week 7]**

Author:

Kiyoung Kim

Posted Date:

July 20, 2013 1:08 PM

Hi. Rosalind.

You have cited an echoing maxim from Bryson that the strategic plan should be performed on a continuum, and that the performance information is critical for the future growth and successes. Hence, the strategic plan is likely the study aids to fully grasp the organizational profile and trend of performance in the long term of continuance. I also see it important that the plan will facilitate the relationships with the public and communities. Do you have any idea how the American Red Cross' disaster operation reflected the performance information of past in 2005 Katrina? Were there any new points of change in the three key areas from the past similar kind of disaster operation? Thank you for your interesting post.

[RE: Dr. Lydia Heather, Howard, Simina, Marchell, Linda, Shawn, Rosalind, Shelton and Kiyoung.](#)

Author:

Kiyoung Kim

Posted Date:

July 20, 2013 12:49 PM

Dr. Lydia.

I also agree with the comment of colleague that the collaboration is any more important. What component should take precedence is, in some cases, very critical to address the strategic plan. In a CU case, the employment rate of graduates accounts heavily for the eligibility of university finance from the government. Hence that composed the first priority of recent CU plan. In my generalization, the immediate and direct component in view of external factors often would take precedence while the manpower, system of collaboration, morale and leadership as well as followership would highly weigh in in the aspect of internal factors. So the components related with the human elements in the organization seem more pivotal than others.

Author:

Kiyoung Kim

Posted Date:

July 19, 2013 5:42 AM

Hi. Shelton.

I have enjoyed your post. We recall that the importance of SWOT analysis can be touched in more of sense or in aftermath if the organizations fail by foregoing that process or because the strategic plan may neglect on the points that should be unraveled and addressed. Can you tell if

Land Minz faced any trouble or failure by not employing a consulting firm or dismissing the strategic planning process? Thanks for your good post.

Author:

Kiyoung Kim

Posted Date:

July 19, 2013 5:23 AM

Hi. Dr. Lydia.

An appreciative inquiry seems to have the strength to draw more likely a hidden potential and more extent of available resources or competence. In comparison, the SWOT analysis would be more objective and realistic as the colleagues pointed. In this subtle difference, AI could effectively work in the context of leading and cultivating, and would perhaps be best-suited as likely in the classrooms or lectures. AI strategists may be seen as a governor of factors and even destiny of organizations, but inquire to interact and cultivate, and thus likely being an inspirer of precept. It is more spiritual and perhaps more qualitative. It is a prevailing theory that the organization, leaders and followers would learn to grow, and the learning concept of environmental change and social transformation was pioneered by the organizational researchers. This implies that AI could be usefully applied to the organizational assessment and formulation of strategies. I consider AI would do better for the stable organizations, managements in controversy, disagreements between the leader and followers, and diffused incompetence of organizations. Instead, the SWOT analysis seems more generic to have a quality of applying to a scope of organizations.

**[Week 8]**

Author:

Kiyoung Kim

Posted Date:

July 27, 2013 6:40 AM

Hi! Jason.

I have enjoyed your post. I have several questions. What can you tell is the nature of Cape Fear Resource Conservation and Development. If it is a governmental organization, the context of operation may span by region or geographical division. Do they share the strategic planning process or not? Is there any uniformity in approach, for example, common use of strategy mapping method across the nation? If the organization is merely public or for profit organizations, can you illustrate the previous of better performance helped by the strategy mapping method? Thanks for your interesting post.

[RE: Dr. Lydia to Marchell, Kiyoung, Howard, Heather and Class](#)

Author:

Kiyoung Kim

Posted Date:

July 27, 2013 6:08 AM

Response to Dr. Lydia.

We discussed the importance of constructive communication and social meaning. Actually I agree that any most salient element to yield the success of strategic plan lies in the communication and readiness of followers. Hence the power-oriented approach could face challenges, which case is a very opposite to Marchell's point of emphasis. Of course the nature and context of organizations may factor concerning the extent of CMM's use. I believe it would largely work to yield a better picture. In the identification of strategic issues, most approaches incorporate the process for some social construction and sense of participation. It seems to be required in the least of planning context. More hopefully, the initial agreement on equal standing of stakeholders would make it fairer and invigorated. That depends on the circumstances under which the planning process occurs. This kind of interaction would outreach into the identification of strategic issues beyond the preceding work of planning process. In my case, the support of university administration may shape a basic direction of CU Law in the future. As CU has many other issues and goals, the social construction of meetings or conversations among the key players, i.e., chancellor, dean of main planning bureau, dean of law department and law professors only can clarify its goals and strategies. Marchell's case favored the direct approach in which we also see the communication primacy by presenting the list of goals and adoption of them by higher leadership. As with this, I consider it to be practiced about the retreat and arrangement of follow-up meetings. That would facilitate a sense of participation, and mutual pleasure about the social construction on meaning. One time listing up of possible issues and their adoption could potentially make the context slim.

[RE: Dr. Lydia to Julio, Juliette, Jacquelyne, Kiyoungh and Class](#)

Author:

Kiyoungh Kim

Posted Date:

July 26, 2013 4:31 AM

Hi. Dr. Lydia.

I have a simple idea that the nature of organization, its size, structure of function, and some others would interplay between the planners and top administrators. The bigger an organization is, the more delegated from the top management if the planning unit is a just a part of it as in my case. Hence they are less involved and often play the role as a seal authority. The planners in this case could get on, though less heard from the top level only but some monthly report of progress. The industries in the updated technology sector would require a more intense collaboration and network as well as communication with top managers, who are often the key technocrat about their businesses. CU Law is considered to operate in the kind of decentralized form of organizational function although they are a part of university. They often are deferred to by the Chancellor or main administration since the mission and vision are keenly affiliated with the professional domain. They may evaluate the value of department in any whole scale by asking a negative question as we learnt: "What if the law school project quits or CU Law is to be dismissed entirely?" Given the role and extent of contribution both to the university and region, the answer should be no. They roughly may share this sense, but it seems a worth to convince him in aspects that makes him an advocate. A support of university administration actually would be a prerequisite for the robust and productive progress. This can only be possible if the collaboration and cooperation are vitalized by the top management. Therefore, my case has a distinct point from other organizations that the leadership and followership converge to share, and the line system of authority comes rather weaker. The chancellors are the kind of peer in understanding the nature of problem, and generally hospitable about the suggestion and proposal from the department. We often stress two points: (i) the law department is essential and inalienable in view of CU developmental plan (ii) CU Law has a visionary future either in the law school project or for the pre-law concept of institutions (iii) the expense to manage the strategies are never burdened given the current status of CU Law. Thank you for sharing.

Author:

Kiyoungh Kim

Posted Date:

July 26, 2013 3:32 AM

Hi. Marchell.

I agree that the direct approach could get things less challenging, and as you concerned, the future sight to minimize the possibilities of challenge would be one vital point the leaders or planners seriously consider. In the Goal approach, the identification of strategic issues may be unnecessary, but the objectives and strategies finding process still cannot be waived. There could be some kind of circumstances that the organization may be highly determined about the goals or issues which they have to address. My organization might fall in this case, which has two

options about the law school project pursued since 2007, and sustenance as a reputable department. We once surveyed to seek an advice about the dropout of project, but we quickly realized it was against the nature of organization. Hence we now are left definitely for the project, which can be complemented with the sustenance vision. In other cases, the planners may find or even frame it for a suitable form of worded issues or goals if the organization is traditional and stable or less irregular not to blur with clear missions, vision, and prior record of performance. In any case, the goal or issue seems a threshold, as you see, to explore the strategies, and the group discussion on the goals proposed from the planners could make it less challenging as you thought. Thanks for sharing.

**[Week 9]**

Author:

Kiyoung Kim

Posted Date:

August 3, 2013 6:26 AM

Hi! Page.

Your post concisely enlightened the key points in those two steps. Bryson also postulated that the failed plan should not be discarded immediately, but the nature of process involving the continued track through the end of organizational mission requires it seriously revisited to seek points of useful reflection. Listing barriers would power the plan to be tightened and more prospective because of its preventive scan. With all this care, however, the plan may fail to gain an approval. Then what do you consider a best attitude for the planners in the whole context of organization and strategic change cycle in continuance? Thank you for sharing.

Author:

Kiyoung Kim

Posted Date:

August 3, 2013 5:57 AM

Hi! Shelton.

I believe that your strategies would effect to gain the approval. Particularly I support the value of transparent process because it could prevent a later context of resistance or contention. I may ask questions. Is your collaborating top administrator is a final authority to approve the proposed plan? One peer posted that the agreement on initiating the strategic planning process itself is to be questioned. On what ground do you see that the strategic plan will add more sound direction to Land Mindz? Thank you for your helpful posts.

Author:

Kiyoung Kim

Posted Date:

August 2, 2013 6:49 AM

Hi Simina and Juliette.

I agree on the points you have discussed. Minzberg's emphasis on critical thinking particularly works in the political stage of reducing down to the final form of strategies and adoption. In this phase, massive works through the stages beforehand readily shrink into the strategic points paradoxically in the strategic planning process. It seems likely the kind of big win synthesis to appeal the leadership or adoption authority. Juliette's comment about an onus concerning the motivating process can also be complementary if thinking itself could not reach the involved and interested as a way of definition. Thus the process to interact, communicate, negotiate, consult and so on, also seems helpful to orchestrate and champion as Juliette saw. A democratic value



also seems pertinent to reduce the post-context conflict or disagreement beyond critical thinking itself. Of course, critical thinkers would not miss this point whatsoever. As Simina observe, the aspect of critical thinking, in any means, should be valuable, provided if the planning team is actually placed in the center of planning process technologically as well as most responsibly and knowledgeably. Thank you for your insightful posts.

[RE: Dr. Lydia to Julio, Kiyoungh and Class](#)

Author:

Kiyoungh Kim

Posted Date:

August 2, 2013 6:04 AM

Hi. Dr. Lydia

Most obvious is the procedural requirement for two types of organization. If the non-profit organizations are governmental branches or agencies, their engagement in formulating the strategies or their adoption may arise in the context of legal mandates. Therefore, it would be compelled to undertake on the statutory ground. For other nature of non-profit organizations, their public aspect also requires to come into being quasi-mandatory if the communication and relations with the public are of a prime objective. These organizations seem more concerned and tilted on the provision of service itself, as well as the social role of learning and public engagement. Their adoption phase may be more dominated by the political influence or tension and disagreement. Their strategic plans, in some cases, come into any public highlight or sentiment as well as criticism more widely than for-profit organizations. Instead, for-profit organizations can be more flexible, and focus on the ways for yielding more sales and profit. In both cases, the creation of public value is a central concept for the planners. However, its understanding may come from a contrary direction as we see in the case of pollution businesses or GMO products. They pursue their profit interest, but raise a public antipathy given their neglect on the potential public harm. Given the strategic planning process being essential for social change, I consider it useful to learn the merits and problems from other type of organizations. Thank you for your question.

**[Week 10]**

Author:

Kiyoung Kim

Posted Date:

August 10, 2013 4:14 AM

Hi! Sallie.

Thanks. Your post enabled to see the role of three Cs in the context of DOE. As Shelton said, mis-communication and lack of time or resources are variables to achieve the success of strategic plans. I consider the most competing theme for the energy issue would be from the sustainable development or environmental preservation. How does DOE communicate with DOI or environmental agencies to ensure an adjustment? One other question is what policy tools DOE have to ensure a collaboration and cooperation from the state governments. Just grant, contract, and partnership to encourage and discourage or any regulatory power to sanction or punish? Great post!

Author:

Kiyoung Kim

Posted Date:

August 10, 2013 3:44 AM

Hi! Simina.

I have enjoyed your posts. Actually I sometimes think that organizations are the central place of contest and forefront to get experimental. This is not to say something like the “classroom of socialism,” in the words to depict the labor union by Lenin. As Lenin's experiment largely submitted to new paradigm of Russia in 1990's, the socialism or communism may less appeal. Also its determinism or prophecy to violence should be impractical for the contemporaries. The organizations, in the liberal capitalist society, is a unique niche that the economists or opinion leader of politics should not neglect anyhow. I believe one reason for the long harsh decades of world economy could lie in less investment and stocks of immobilized capital. They seem to be excessively sensitive to find any better investment options or so. This prurient theory-oriented or defensive mind of leaders is problematic. Sam Sung, often attacked by Korean people, however, turned to be successful by practicing a wider investment in the initiative of top leader. I think that the organizations are a proper place beyond the theories and for effective communication between the leaders and followers.

I liked your point in this context, and I have two points to advert. Growing the adaptive personnel seems really important to ensure the livable and human nature of workplaces. The workers have to learn and grow, and be informed properly to humanly live. This aspect seems more important in strategy implementation. Other point about the budget and strategy implementation likely has dual aspects. As you said, I come to sense that the budget should less factor to serve most sublime of public ideals. Socialization or welfare of war veterans and other military personnel would be the kind of case. In most of others, the budget seems placed in the

center of strategy implementation. On his point, I consider the issue of which should be preferred is one of touchstone in the philosophical deliberation, i.e., strategy implementation or budget. Now in Korea, new tax system stirred a public controversy since it imposed much more on the mid income earners. The newspaper articles listed the national programs which require much amount of expense in details of budget amount. It includes the idealistic programs of social and humanistic interest. However, the articles could well be mis-impressed to favor the aggrieved salary workers and redundancy or less value of proposed programs. I consider they are a worth in contrary. I do not say that the US government is best since it topples the world worst debt countries and did many good things socially or publicly. The illusion of monies, however, may produce a stock of immobilized capital and discourage the people to do things of justice. This could be an interesting topic for the institutionalist economies, and I suppose that the organizations could sustain between the two which might be bitter in many aspects. Thank you for sharing and have a good weekend.

Author:

Kiyoung Kim

Posted Date:

August 9, 2013 5:44 AM

Hi Simina.

I appreciate your reading of post. When President Obama visited Korea a year ago, he commented, in the public address, that Korean people are great to have a high passion about public education. He said that he respects Korean parents and well organized public education system. He also saw it is a cardinal factor to develop Korea in such a short period of decades. We often are less hesitant to invest in the improvement of educational quality. CU would also be the case as same to have equipments and facilities of updated nature. Hence, the financial implications would not be easy in close years, but the returns seem likely convincing on the part of university administration. For example, on-line lectures can cost immediately, but it could be reaped by selling and making them to public use. It is the time of just beginning as you said, and the basic mindset is to improve its competitiveness as like the northern Europe. V2020 comports with the direction of Korean national policy, and CU would ride the mainstream of nation as experimental and challenging. Thank you for sharing.

[RE: Dr. Lydia to Jacquelyn, Julio, Kiyoung and Class](#)

Author:

Kiyoung Kim

Posted Date:

August 9, 2013 5:09 AM

Hi. Dr. Lydia.

Jacquelyn's point seems most straightforward to touch on the practical improvement. My institution, CU and CU Law, perhaps may be said to be one of multicultural interprofessional environments, and this type would also more frequently be found in bigger firms, such as GE, Sam Sung and big research institutions like Rand. I also suppose that the United States could

differ given its higher extent of diversity. Unlike Korea, therefore, the small firms in US may also see an issue of multiculturalism. Often the research record is not open to peer professors, but only could be available to Dean of law department and core of members in the planning bureau of CU. Hence, it should be a wise way to request the record from the Dean, and analyze the conditions to encourage and discourage. Then their less mindedness or amorphous stress fearing from comparative poverty in the research performance can be constructively or collaboratively built into more productive ways. This way could share Jacqueline's approach, but one caveat would be how to handle for least troubles about the sense of honor and pride often identified for professionals or teachers.

The second way to boost collaboration among multicultural interprofessional environments is to crystallize the core of organizational mission and requirements into key points. Then, the mandatory oath shall be imposed to confirm and ensure their loyalty and collaboration. Of course, taking an oath should be a requirement of the organizational membership or other critical matters. This way may be found in nation-wide practices in the American Bar Association. For example, cultural, racial or ethnic and other educational background could not allow the new bar exam passers to waive a constitutional oath if they wish to have a bar membership. This case has been controversial involving the constitutional rights of conscience and intellectual freedom. However, the court largely sustains its constitutionality as prepared by the court administrators of many states. Thank you for your kind questions.

**[Week 11]**

Author:

[\\_Kiyoun Kim](#)

Posted Date:

August 17, 2013 4:25 AM

Hi. Shelton.

Great post and I have enjoyed reading. Your two aspects to be monitored would mostly be common and central in terms of Strategic Performance Management. In my personal experiences, I noticed, however, that the cost effective approach is not plenary over all the context of organizations or human affairs. A prodigious, but less stark children or youths may become a great person later in his years as we see in the case of Mozart or Einstein. Some athletes may perform poorly which is unexpected, and be released for the transfer on sale. A strict adherence with rationale and reason is inevitable, but there would be no perfect basis to strike out any cultural or social harmony factors. Given a cost benefit analysis is on quantitative terms, I suppose if there are any other lenses to see, perhaps qualitatively as cultural, social or political, the dynamism of strategic change cycle. CU Law, which is my case, also set up the criteria of departmental performance based on the education cost and income contribution. Some professors, however, worry about its mechanic nature impacting on the faculty society. I agree on your point on accountability and critical importance to view between what is working and what is not working. If the context can develop into a rationalization downsizing or restructuring, I suppose it is necessary to heed of resistance or diminution of greater loss possibly from any less careful plan about layoffs or deprivation of labor rights. Thank you again for sharing and have a good weekend!

Author:

[\\_Kiyoun Kim](#)

Posted Date:

August 17, 2013 3:37 AM

Hi. Jason.

Thanks for your interesting post. Your organization would play an important role with the rise of Green concept, climate change, preservation of disappearing bio species, and worse condition from the environmental threats. Does the organization interact or contribute, in any ways, to counteract a Hurricane, mountain fires or other natural disasters? Any collaboration network with other task force or agencies? I consider the balance seems to have a serious emphasis between the industrialists and environmentalists. That is also one way of political framework to view the world trade or global development. Green Round is a new agenda of which even WTO, a free trade and industrialism organization, advances to concern. These new trends in the concept and framework within other sectors have in any way impacted on the practice of monitoring and evaluating in the Nature Conservancy? Have a good weekend!

Author:

Kiyoung Kim

Posted Date:

August 17, 2013 3:01 AM

Hi. Howard.

Thanks for reading my post. As you said, there seem two major ways to manage a performance of organizations or their personnel. One is to use an award or incentive to encourage and promote. The other is to coerce and discipline to spur a compliance and to obtain a loyalty from any faithful execution of job responsibilities. This simple idea has been widely accepted by many psychologists or educators, and originated from the Machiavelli ways of rule.

Which alternative would be more efficient seems to depend on the circumstances under which the organizations are situated. My impression goes this way among others. First, poorer paid countries of national police, like Korea, would make it more productive by an incentive system since they are less addictive to their jobs, but trouble more with a poor compensation. Well-paid countries, like Us, would make it effective by setting up some obligatory quota or utilizing other similar nature of schemes since they value their jobs, but can possibly go easy about their job duties. Second, the nationalities or social passion, organizational traits, and many others would interact to choose between them. For example, a higher developed and post-modern context of civilization would more likely support an incentive system since they tend to consider the concepts of ontology, duty or quota and other, as dominant for the past modern times and favor the concepts of privacy, less regulation, personal autonomy and so. Paradoxically, the least developed countries would likely favor an incentive system since they tend to less fear from a social sanction or discipline, but would be more interested in the economic benefits.

In my case, I consider it crucial to link the organizations and individuals since an individual police officer actually is an engineer against the targeted crimes. The financial issue would be less serious given a gross of public will to eradicate, small scale of required budget and lower rate of regular wage. I also see it workable to combine a discipline and incentive system. For the chief officer of local police station, the performance record would offer a basis for a promotion disadvantage. An incentive system would apply to all ranks of police officers. Thank you for sharing.

[RE: Dr. Lydia to Kiyoung, Juliette, Julio and Page](#)

Author:

Kiyoung Kim

Posted Date:

August 16, 2013 10:20 PM

Hi. Dr. Lydia.

I consider that the plans, goals and issues crucially function to mobilize the followership and orientation of organizational activities. Absent those, the organizations would float as natural, undesirably however, as mindless, purposeless, as well as directionless. Those would likely be a compass or electronic monitor of various indications placed at the head of ship. In comparison, strategies implementation may be a steer of ship and other operating mechanics enabling actually to travel forward in the deep sea. Monitoring and evaluation also has to be present to serve the most of combined totality for an pleasant and productive journey to the final destination. Therefore, I consider that the players need to be minded about some of separate nature of those steps. Strategic goals or issues require an implementation, and desirably should be practiced as planned. However, any residual issues within an implementation phase would be resolved or adjusted by the implementers. Reviewers or evaluators also need to have a fresh mind from the strategic plan, which implies high needs of flexibility. The extent of flexibility could hardly be classed in definite terms, but handed from the entire abandoning of plan, rectification of major issues and strategies, through a minor change of implementation. For example, Ground Zero would cause a null of many plans or leadership, or total withdrawal for speculation in terms of leading and managing. New political leaders could overhaul an entire plan often inconceivable under the normal condition of management. They also may change major goals or strategies to serve his political affiliation. These might be called "flexibility of force majeure" when compared with "address-able of flexibility" For the implementers and evaluators, the latter kind would be more serious and most practically encountered as challenges. As you said, most important seems it that they need to have a holistic sense and understanding to exercise an independent wisdom separated from the previous steps. A natural organization and community evolution, as you saw, would do this role to guide and direct.

I consider that a flexibility would increase to have a better picture of change cycle in two ways. First, it would work to organize an overlap of personnel through the separate steps. If the implementers and reviewers are entirely new faces from the planners or key players in the preceding steps, they would likely receive the plans as the kind of command or direction. They saw their role as just implementing, and tend to be less dispositive to control or fear from manipulating the framed settings. Second, this overlap needs to be complemented with outside experts and regular meetings of key players or leadership. They would serve by bringing new ideas and views, and also guarantee a constancy of organizational role and responsibility. They would also ensure an initial agreement among key stakeholders, such as the community. Thank you for your question.

**[Week 12]**

Author:

Kiyoun Kim

Posted Date:

August 22, 2013 3:23 AM

Hi! Pierce.

Thank you for your bright line of posts. I agree with your views. If the key stakeholders refuse to cooperate, the strategic value is of little value. That would vastly be correct since the performance outcome most always triggers the benefits and interests of stakeholders. In some tough cases, however, we can identify some contention and struggle involving a public project or business rationalization. For example, the nuclear power plant issue often faces a serious confrontation from the community and citizenry. Massive layoffs of employees in the last financial crisis of Korea also encountered a surge of harsh antipathy and even physical resistance in the public street. The right of small shareholders is notorious to pose the challenges to the management. The corporation issue between an ownership and employed managers would also be one of examples in the same line. In these cases, they would be mostly a factor to be considered as stakeholders in the purview of strategic planning process. These cases, however, pose a most vivid context how the strategic plan can function even if the group refuses to cooperate. In this case, the aspect of "strategic", in our usual, seems more powerful than "plan or change." Hence it seems more appropriate to see not from "value," but from "process." I like to know your thoughts. Thank you for sharing.

[RE: Dr. Lydia to Kiyoun Kim and Howard](#)

Author:

Kiyoun Kim

Posted Date:

August 22, 2013 2:44 AM

Hi. Dr. Lydia.

I consider several points as helpful. First, an adequate scope of delegation of the authority and power would serve against a potential lack of control or redirection. If a leader has no way to be plenary, this aspect would apply virtually to a vast of organizations except for those of small size. The delegation and supervision often would be incorporated into the work flow and network, however, a focus should be reshaped, if adjudged as required, to meet the changed strategies or process reengineering. Hence the final destination would be systemized to build a new organizational settings to pursue the strategic goals and change. This context typically would occur at the shift of government if new key posts are to be filled with new faces. For the private organizations, the leadership may not be shifted on the term basis unlike the government, but the strategic plan would work as a similar strand. Hence, the strategic change cycle may see a momentum in periods to recast the system of organizations. In terms of delegation and new



arrangement of command line, it seems important that the top leaders clarify the scope of delegation and key principles of control and command.

Second, I suppose the concept of "walk around management" is needed to keep the organizations on track and ensure a flexibility for adaptation. This style of leadership enables a flourished and uncurbed communication with the followers, hence, can implant a sense of affinity with the top leadership. They may have more chances to rectify and agree on new ways to deal, hence, an increased flexibility.

Third, the top leaders may get better to read key articles of newspapers or important information normally unconcerned by his followers as possible as time permits. That is one way to divide between the higher managers and followers. This also allows him to be flexible from perhaps a rigid and tightened scheme of strategic plan.

Fourth, the top leaders may become successful by availing of divide and rule, but just in conceptual ways. Hence, he or she should be a person to entertain, or even encourage between a "supportive and opposing" in views and concerns. One often becomes some much adhering with the roadmap once it is completed. The leader has to be flexible, however, and this practice of dualism could help. Thank you for a question.

Author:

Kiyoung Kim

Hi. Simina.

I have enjoyed reading your post. The multinational corporations are often criticized from various sources. They exploit a cheap labor in violation of the international standard or domestic labor laws, or make every effort to evade a proper tax. They also claim their interests by petitioning, for example, an import relief, such as dumping or other countervailing measure, which might be a justice for the producers, but might disadvantage the American consumers. The American consumers may lose an opportunity of cheap product because of the safeguard measure of government. So it may be true that the Americans are cheated as Shawn said. Of course, Sam Sung or Hyundai is one of frequent violators about anti-dumping laws or other trade regulations of US. Shawn's saying, however, would not imply that Sam Sung or Toyota in US are cheating Americans given their violation was treated in justice. A globalization generally is considered to provoke a controversy of fair play massively with the supply side. However, I consider how much the citizens are awakened to claim their fair share or justice on both. I like to know your thoughts how much the consumerism is organized or practically operationalized in the US. Thank you and have a good weekend.

Author:

Kiyoung Kim

Posted Date:

August 24, 2013 3:54 AM

Hi. Jason.

I agree that the collaboration and coordination are more important in the global context. That also seems typical of this globalized society as I posted. I like to advert on some points which would lie how to initiate the strategic process as Jacqueline mentioned. One other comes into mind how to manage culturally and productively a diversity in the workforce. The initiation moment seems likely to demand a difficult investment decision or regulatory struggle. Notably, the foreign investment or free flow of capital involving the private sectors has long been a subject of controversy which is not the same to free trade of goods. Non-profit sectors could come secondary or complementary to endorse the liberalization of market. Some commentators view that a lot of international games or public interchange could be shed a light in this aspect. I consider your viewpoint fairly true if the world has now a scope of unexploited lands and resources. Collaboration and cooperation certainly serves increasing an opportunity and finding ways to develop or survive. Jacqueline's point, however, resonates that there seems a problem as we see in the colonial history as well as the kind of contention between the host countries and multinational enterprises. This does not say that the underdeveloped countries are always a host country. As the global economy enabled to grow many underdeveloped countries into a developed status, the past host countries of foreign capital now export their capital to the developed nations. Notably South Korea is one of those countries. Japan and recent China also may be seen as same. Once I have read the newspaper article that the Brazilian citizens denied to see their favorite, soccer game, in the cause that the soccer game is being misappropriated by the global capital or power.

As Dr. Lydia asked, we would perhaps be concerned of how much the world would change in the global outlook 2013. That seems to depend mostly on the extent of liberalization not in the position, however, that the free trade cures all the inefficiencies or social evils. Now there seem virtually no countries to propose a highest extent of liberalization unlike the colonial times. They have a strategic point across the countries, and apply an offensive strategy in some dimension or defensive strategies in other dimension. That might be present, for example, in the context of cultural exception in terms of WTO law, as argued by EU to defend a sort of businesses against Hollywood. This problem also occurred in such a lengthy negotiation between Korea and US in 2011 FTA. For the global outlook, I consider the technology or updated science seems influential. National strategists in Korea often stress this point as a strategic element, which would not be incorrect. I am not sure, however, what dimension would be most powerful to control the society or individual which are among economic, social, political, humanly, and the like. I once remarked that the contemporary context of individual or organizations can be classed as a strategist. That might be a kind of integrating concept from many of dimensions or disagreements. In various levels, they struggle, negotiate, agree or disagree through the national governments, trade diplomats of WTO or FTA, private firms, public institution, and even charity organizations who fall in a multiplicity of knowledge or information, and their ways of understanding. One of inviolable trait is that they pursue some of strategies or strategem. Thank you for sharing and enjoy a good weekend.